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Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2016 to 30 June 2017

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2016 to 30 June 2017, which amounts to $931,071,700.

During the period from 1 July 2016 to 30 June 2017, MINUSCA will continue to implement the activities mandated by the Security Council in its resolution 2217 (2015). The Mission will focus its efforts on supporting the peace and political processes in the Central African Republic, including, inter alia, supporting a new Government, the establishment of a stronger judicial system, an improved record on human rights, and protecting the civilian population from the threat of physical violence as well as threats to peace and security in Bangui and the outlying areas.

Compared with the budget for the financial period from 1 July 2015 to 30 June 2016, the proposed budget reflects the deployment of the highest authorized levels for uniformed personnel and a net increase of 89 civilian posts and positions to augment and enhance the capacity of the Mission to support its substantive priorities, to leverage public information in delivering on the mandate, and to continue and maintain the establishment of the infrastructure of the Mission and services it provides in existing and additional regions. In continuing the establishment of its operations, the Mission will also restructure its civilian staffing component, transferring offices across components and within components and reassigning functions, to align the structure of MINUSCA with the structure of other peacekeeping missions with a view to improving the efficiency and effectiveness of the support functions.

The proposed budget in the amount of $931,071,700 represents an increase of $117,004,900, or 14.4 per cent, compared with the apportionment of $814,066,800 for the previous financial period. In addition to a significantly higher level of planned deployment of both military and police personnel in line with the increase in authorized strength, and in the level of civilian personnel resulting primarily from the final phase of the establishment programme across the area of operations, there are increased requirements under operational costs, which are attributable to the reconfiguration of the air operations of the Mission, the continued establishment and enhancement of its information and communications technology infrastructure and corresponding freight costs, maintenance for newly established information and communications technology infrastructure, and requisite services to undertake activities of the substantive components commensurate with the increase in the authorized ceiling for military and police personnel.

The proposed budget provides for the deployment of 169 military observers, 10,581 military contingent personnel, including 311 military staff officers, 400 United Nations police officers, 1,680 formed police units personnel, 790 international staff (including 48 temporary positions), 699 national staff (including 10 temporary positons), 239 United Nations Volunteers and 40 Government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2016 to 30 June 2017 have been linked to the objective of the Mission through a number of results-based frameworks, organized according to components (security, protection of civilians and human rights; political process, reconciliation and elections; restoration and extension of State authority; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

				Variance	
Category	*Expenditures (2014/15)*	*Apportionment*[a] *(2015/16)*	*Cost estimates (2016/17)*	*Amount*	*Percentage*
Military and police personnel	275 659.1	356 021.1	428 035.9	72 014.8	20.2
Civilian personnel	90 447.2	153 963.2	164 807.6	10 844.4	7.0
Operational costs	247 050.1	304 082.5	338 228.2	34 145.7	11.2
Gross requirements	**613 156.4**	**814 066.8**	**931 071.7**	**117 004.9**	**14.4**
Staff assessment income	5 767.4	10 115.1	11 557.4	1 442.3	14.3
Net requirements	**607 389.0**	**803 951.7**	**919 514.3**	**115 562.6**	**14.4**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**613 156.4**	**814 066.8**	**931 071.7**	**117 004.9**	**14.4**

[a] Includes financial resources for 44 posts (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 4 National Professional Officer and 35 national General Service staff) and operational costs in respect of the Regional Service Centre, Entebbe, which were included in the approved budget for the 2015/16 period. For the 2016/17 period, these requirements are reflected in the proposed budget for the Regional Service Centre, Entebbe in accordance with General Assembly resolution 69/307.

Human resources[a]

	Military observers	Military contingents	United Nations police	Formed police units	International staff	National staff[b]	Temporary position[c,d]	United Nations Volunteers[d]	Government-provided personnel	Total
Executive direction and management										
Approved 2015/16	–	–	–	–	99	73	–	36	–	208
Proposed 2016/17	–	–	–	–	113	106	2	42	–	263
Components										
Security, protection of civilians and human rights										
Approved 2015/16	240	9 716	400	1 400	76	36	–	37	20	11 925
Proposed 2016/17	169	10 537	400	1 680	79	36	–	37	40	12 978
Support to the political process, reconciliation and elections										
Approved 2015/16[d]	–	–	–	–	49	6	30	65	–	150
Proposed 2016/17	–	–	–	–	50	6	–	23	–	79
Restoration and extension of State Authority										
Approved 2015/16	–	–	–	–	55	85	–	17	–	157
Proposed 2016/17	–	–	–	–	55	85	–	17	–	157
Support										
Approved 2015/16	–	44	–	–	431	421	43	36	–	975
Proposed 2016/17	–	44	–	–	445	456	56	120	–	1 121
Regional Service Centre in Entebbe										
Approved 2015/16	–	–	–	–	5	39	–	–	–	44
Proposed 2016/17[e]	–	–	–	–	–	–	–	–	–	–
Total										
Approved 2015/16	240	9 760	400	1 400	715	660	73	191	20	13 459
Proposed 2016/17	169	10 581	400	1 680	742	689	58	239	40	14 598
Net change	(71)	821	–	280	27	29	(15)	48	20	1 139

[a] Represents highest level of authorized/planned strength.

[b] Includes National Professional Officers and national General Service staff.

[c] Funded under general temporary assistance.

[d] 30 general temporary assistance positions and 42 United Nations Volunteers for three months.

[e] For the 2016/17 period, all resource requirements are reflected in the proposed budget for the Regional Service Centre, Entebbe in accordance with General Assembly resolution 69/307

A classification exercise of previously unclassified posts was conducted for all missions and service centres during the 2015/16 period. The results of that exercise are reflected in the present budget report to the extent that any posts were classified at a different level (upward or downward).

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution 2149 (2014). By its resolution 2212 (2015), the Council decided to authorize an increase of 750 military personnel, 280 police personnel and 20 corrections officers for MINUSCA, in addition to the personnel authorized by paragraph 20 of resolution 2149 (2014). The most recent extension of the mandate of the Mission was authorized by the Council in its resolution 2217 (2015), by which the Council extended the mandate until 30 April 2016 with an authorized troop ceiling of 10,750 military personnel, including 480 military observers and military staff officers and 2,080 police personnel, including 400 individual police officers and 40 corrections officers.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely to support the authorities in the Central African Republic in protecting the civilian population, restoring the rule of law, extending State authority and maintaining an inclusive political process that would continue to address the root causes of the recent crisis and lead to lasting peace and security in the country.

3. As part of this overall objective, during the budget period MINUSCA will contribute to a number of expected accomplishments by delivering the related key outputs shown in the frameworks below, which are organized according to four components (security, protection of civilians and human rights; support to the political process, reconciliation and elections; restoration and extension of State authority; and support) and are derived from the mandate of the Mission. In addition to key priority areas of focus, on which the Mission will base its activities for the period from 1 July 2016 to 30 June 2017, the Council authorized MINUSCA to assist in the establishment of a national special criminal court consistent with the laws of the Central African Republic; support the authorities of the Central African Republic to develop a nationally owned strategy to tackle the networks responsible for the illicit exploitation and trafficking of natural resources; establish a national human rights commission and strengthen the capacity of civil society organizations; and provide transport for relevant State authorities in carrying out inspections and monitoring visits in key mining areas and sites, as appropriate and on a case-by-case basis and when the situation allows, as a means to promote and support the rapid extension of State authority over the entire territory.

4. The expected accomplishments would lead to the fulfilment of the objectives of the Security Council within the lifetime of the Mission and the indicators of achievement demonstrate a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2015/16 budget, are explained below under the respective components and should be considered in terms of a mission that will reach full operating capacity throughout its area of responsibility.

5. The Mission headquarters is located in Bangui and is currently supporting 46 locations overall. Some locations have several camps: Bangui (M'poko — 5 camps, Joint Task Force Centre, Mission headquarters premises in Des Jean, Socatel, Barr D'honneur, Morova and Castor); Sector West (Bouar — 5 camps, Berberati, Paoua, Bozoum, Bossangoa and M'baki); Sector Centre (Kaga Bandoro — 3 camps, Bambari — 2 camps, Sibut, Mobaye, Dekoa, Mbres, Grimari, Bamingui, N'dele — 2 camps); Sector East (Bria — 6 camps, Bangassou, Birao, Obo, Rafai, Zemio).

B. Planning assumptions and mission support initiatives

6. Significant instability in the Central African Republic persists, given the political, socioeconomic, structural and governance deficiencies. It is exacerbated by a deterioration of social cohesion and a deep-rooted sense of marginalization among certain communities, particularly those in the isolated and sparsely populated north-east, where public administration and State infrastructure, including internal security forces, have historically been absent.

7. The recurrent cycles of insecurity observed in the country, highlighted by the most recent spate of violence in late September 2015, in which United Nations staff and assets, including those of United Nations agencies, were attacked and looted, reflect the threat that continues to disrupt the transition. The violence, in which more than 70 people died and 600 others injured, repeatedly delayed the electoral process and reinforces the need for continued political engagement. The violence and subsequent delay in the electoral process also had an impact on the enhanced and robust security presence of the Mission as well as on the ability of the Mission to support the stabilization and extension of State authority.

8. Despite the improvements to security in the country, to which MINUSCA has contributed, it is expected that the security situation will remain volatile and clashes between anti-Balaka and ex-Séléka elements will continue. Criminal activities aimed, inter alia, at controlling the natural resources of the Central African Republic are expected to persist, including targeting the international community present in the country. Vulnerable communities will continue to endure threats and dire humanitarian conditions.

9. Building upon the continued operationalization of MINUSCA throughout the country and the deployment of the force across the entire area of responsibility, working in conjunction with the other international and national security forces, MINUSCA will cover the three main sectors of the country with a focus on targeting those areas where civilians are most at risk. In keeping with its flexible and robust approach to providing security and protection to civilians in an evolving security situation, MINUSCA will adapt its security presence as required and is expected to reach its authorized strength before this period begins.

10. The assumptions underlying the planned activities of the Mission for the 2016/17 period are as follows: a newly elected Government in the Central African Republic will be in place; the Government will gradually build the capacity to respond to the basic needs of the population and will begin to develop a minimal capacity to provide basic social services to the population and maintain law and order, including the ability to protect its citizens, address impunity and manage resources; respect for basic human rights will gradually improve and conditions will be in place in some areas for the voluntary, safe and sustainable return of displaced

persons and refugees to their communities of origin; the security conditions will permit the uninterrupted movement of staff and the deployment of operational resources; goods and services will be delivered as contracted; and the economic recovery will continue, but at a slow pace.

11. The Mission will continue to focus its substantive activities around seven areas: (a) protection of civilians; (b) extension of State authority; (c) disarmament, demobilization and reintegration; (d) promotion and protection of human rights; (e) urgent temporary measures; (f) requirements of the Special Criminal Court, which was established in June 2015; and (g) the development of a national strategy on security sector reform. The Mission will also augment its efforts towards early stabilization and reconciliation of communities at both the regional and national levels.

12. In carrying out its mandated tasks with specific regard to security, protection of civilians and human rights, the Mission will continue to work with the authorities of the Central African Republic and with other United Nations entities with a view to reducing the number of violations against women and girls by integrating conflict-related sexual violence in the policies of the Government, while preventing and responding to violations of international humanitarian and human rights law by reviewing the current laws and policies and strengthening human rights institutions. The Mission will also continue its investigations and reporting to the Security Council on instances of such abuses or violations as well as support capacity-building of State and non-State actors to protect human rights and bring perpetrators of violence to justice by way of criminal proceedings before the national courts of the Central African Republic, including the Special Criminal Court, established by the authorities of the Central African Republic under national laws with jurisdiction over egregious crimes, including genocide, war crimes and crimes against humanity.

13. Building on the substantial preparations made in the 2015/16 period to engage armed groups and partners in the national disarmament, demobilization, reintegration and repatriation process and on the basis of the terms of the agreement on disarmament, demobilization, reintegration and repatriation signed at the Bangui Forum on National Reconciliation in May 2015, the Mission will continue to support the Government of the Central African Republic in ensuring that a disarmament, demobilization and reintegration programme (and, in the case of foreign combatants, a repatriation programme) is in place. In particular, MINUSCA will continue to expand its pre-disarmament, demobilization and reintegration activities with the ex-Séléka coalition and address anti-Balaka elements through community violence reduction projects across the country, until a new Government is elected and takes on the disarmament, demobilization, reintegration and repatriation process. At the same time, MINUSCA will continue advocating for and coordinating international support to ensure the sustainability of the disarmament, demobilization, reintegration and repatriation programme through longer-term reintegration. Activities under this programme will continue to be complemented by projects for members of armed groups who are not eligible for the national programme. Moreover, the Mission will assist the Government in initiating the implementation of a weapons and ammunition management framework, through the United Nations Mine Action Service. Further information with regard to disarmament, demobilization and reintegration and disarmament, demobilization, reintegration and repatriation activities and activities managed by the Mine Action Service are outlined in sections II.G and H, respectively, of the present report.

14. In continuing its support to the political process, reconciliation and local elections, the Mission will prioritize its support to advance the peace process, including by ensuring the implementation of the agreements adopted at the Bangui Forum, fostering good governance to enhance an inclusive political dialogue and reconciliation as well as fostering adherence by all parties to the peace and political processes by engaging stakeholders across the political spectrum and all parties to the conflict, including spoilers, armed groups and foreign armed elements. It is also expected that the Mission will coordinate strategic support to ensure the holding of fair and credible local elections as part of the planned cycle of elections, on the basis of the assumption that the presidential and legislative elections will be completed during the current period. MINUSCA will also continue assisting the Government of the Central African Republic in the development of a security sector reform strategy, national security and subsector strategies and plans for the defence sector, the internal security sector, border management and security, and the protection of natural resources.

15. With regard to the restoration and extension of State authority, MINUSCA will work with United Nations agencies and regional partners in strengthening rule of law institutions, including the police, the gendarmerie and justice and corrections, within the framework of the global focal point arrangement, taking the lead in enhancing the capacity of State institutions and administrative structures to perform core government functions effectively, in collaboration with the United Nations Development Programme (UNDP) and the World Bank, including by providing continued support to building the national police and gendarmerie as well as judicial and correctional institutions to enable them to carry out their law enforcement and judicial functions effectively; and in supporting the ongoing deployment of State administration and capacity-building efforts across the country, including the provision of essential administrative and social services.

16. As part of the implementation of urgent temporary measures, MINUSCA will continue to support the elected authorities in the implementation of the legislative framework required to fight impunity, including the ongoing development of judicial institutions to target serious crimes committed during the fighting in the Central African Republic during the period from 2013 to 2015. To accomplish these goals in the 2016/17 period, continued support to the building of both judicial and penal capacities, including the Special Criminal Court, remains critical. MINUSCA will continue to employ, at the request of the national authorities, urgent temporary measures in areas where security forces or judicial authorities are not present or operational. Urgent temporary measures will continue to be implemented as a special mechanism to address serious crimes, including serious violations of human rights and international humanitarian law, on an exceptional basis and without creating a precedent and without prejudice to the agreed principles of peacekeeping operations. These principals are limited in scope, time bound and consistent with the objectives of the Mission as contained in Security Council resolutions 2149 (2014) and 2217 (2015) and the memorandum of intent signed by the authorities of the Central African Republic and MINUSCA in early August 2014.

17. In order to maintain basic law and order and fight impunity, during the 2016/17 period MINUSCA will prioritize support for the Special Criminal Court. In accordance with Security Council resolution 2217 (2015) and the memorandum of intent signed by MINUSCA and the authorities of the Central African Republic, MINUSCA will assist the Court in a variety of ways. The Mission will support the

work of an advance team, led by the Prosecutor and the Registrar, and the investigations and case preparations undertaken by the prosecution. These activities will be instrumental for subsequent trial proceedings. In addition, in conjunction with UNDP and the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women), MINUSCA has created a joint project for the Special Criminal Court and will continue to advise and support national prosecutors, judges and magistrates working on criminal cases throughout the Central African Republic.

18. To support the objectives outlined above, as established in its mandate, the Mission will continue to implement a robust and progressive communications strategy which will include, for the 2016/17 period, an expansion of the infrastructure of the MINUSCA radio station and its personnel to cover the entire country. The Mission will continue to deploy personnel in the Central African Republic, including to the Mission headquarters in Bangui, three sector headquarters (Bouar, Kaga Bandoro and Bria), five integrated field offices (Ndele, Bambari, Bossangoa, Bangassou and Berberati) and three sub-offices (Paoua, Obo and Birao). Further deployment entails expanding office space at the respective locations by using prefabricated buildings to cope with the increase in personnel. In addition, MINUSCA will maintain a support presence in Douala, Cameroon, and at the logistics hub of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the Regional Procurement Office, both in Entebbe, Uganda.

19. The proposed staffing strategy is based on the mandated priorities and the principles of achievability, the global field support strategy, flexibility and responsiveness to conditions on the ground. In this context, the proposed staffing levels for the 2016/17 period take into account linkages between major milestones and both the size and the composition of the capacities of the Mission. The budget proposal includes increases in staffing, particularly in the national staff category for posts and United Nations Volunteers, under the executive direction and management and substantive areas, to implement the key priorities of the Mission and additional activities mandated in Security Council resolution 2217 (2015), including the disarmament, demobilization and reintegration process, community violence reduction, reconciliation and repatriation (for external combatants), security sector reform, stabilization and the management of natural resources, and country-wide access to current information through the established radio station of the Mission, which currently provides essential 24-hour coverage to Bangui and limited parts of the country.

20. Furthermore, while all personnel and components of the Mission are responsible for reporting incidents of misconduct, the budget proposal includes additional staff to reinforce the leading role of the Conduct and Discipline Team in addressing the high number of misconduct cases. To reinforce this responsibility and align the management of conduct and discipline with the structures of other missions, the proposal includes the transfer of the Team from the support component to executive direction and management.

21. The proposal also includes a reduction in the capacity of electoral staff consistent with the assumption that the presidential and legislative elections would be completed during the current period.

22. To provide adequate support to the substantive areas while the Mission continues to expand its operations across the sectors and to accommodate the increase in deployment of 1,030 uniformed personnel, as authorized by the Security Council in its resolution 2217 (2015), an increase in staffing for logistics and technical support will be required in the areas of administration, facilities and engineering management, transportation, movement control, procurement, property management and warehouse management.

23. Because of the depleted infrastructure in and around the country, the security situation and the high cost of mobilization, the departure of skilled labour and professional expertise after repeated crises in the country and the complete absence of access to information, the Mission has experienced difficulties in establishing some contracts for outsourcing services and locating qualified contractual personnel to complement the capacity of the Mission Support Division to provide support services to the Mission, in particular in the medical, movement control, surface transport, maintenance of vehicles, and waste removal and disposal areas. To provide these critical support services, the Mission will need to augment the staffing capacities of the Medical Services Section, the Transport Unit, the Movement Control Unit and the Property Management Unit for the 2016/17 period. Notwithstanding the current challenges with regard to outsourcing locally in the Central African Republic and the higher costs of outsourcing internationally, MINUSCA will continue to pursue contractual services when this proves to be more cost-effective than performing the functions in-house. The resources for contractual services corresponding to the support functions outsourced in the 2015/16 period have been excluded from the proposal for the 2016/17 period. However, in view of the fact that outsourcing those particular functions resulted in costs exceeding the estimates provided for in the approved budget for the 2015/16 period, the proposal for the 2016/17 period does not reflect a one-to-one reduction.

24. A major restructuring of the Mission Support Division is proposed for the 2016/17 period. This involves an alignment of the structure of the Division with comparable missions, with a view to improving the efficiency and effectiveness of the support functions given that the Mission is now familiar with the opportunities and limitations of working in the unique environment of the Central African Republic. The reorganization is designed to eliminate duplicated activities/services and inefficiencies resulting from existing bureaucratic boundaries by establishing an end-to-end integrated supply chain management and service delivery approach. The restructuring comprises (a) the transfer of units/functions between the executive direction and management and support components; and (b) the transfer of the units/functions within the Mission Support Division between the Offices of the Director and Deputy Director of Mission Support, the Services Delivery Service and the Supply Chain Management Service. Significant structural changes include (a) the transfer of the Mission Support Centre from the Services Delivery Service to the Deputy Director of Mission Support and subsuming the Mission Sector Support Office into the Centre to streamline the reporting lines while providing better coordination in support of the needs of the sector and subsector offices; and (b) dissolving the concept for the Integrated Movement, Aviation and Transport Section and transferring its units to the Supply Chain Management Service. The realignment of functions and staff associated with the requisition of goods and services from various units will be transferred to the Acquisition Planning Section to better align procurement activities with the acquisition plan of the Mission.

25. It will be recalled that the General Assembly, in its resolution 69/307, decided that for the 2016/17 period resource requirements for the Regional Service Centre, Entebbe should be presented in a budget proposal for the Centre, to be charged against the missions that the Centre supports. Accordingly, the present budget report for MINUSCA does not include resource requirements for the Centre.

26. A strategic review of the staffing establishment of the Mission will be conducted during the second quarter of 2016. This review is expected to allow the Mission to rationalize its staffing and propose the nationalization of some posts, taking into account the achievements and challenges of the last two years and the mandate in 2016/17 and after.

27. In the 2016/17 period, the Mission will continue to deploy to the regions, construct new offices and accommodation units, including to improve living and working conditions, and upgrade roads, runways and other infrastructure. While the Mission continues the establishment phase, the proposal also includes provisions for the maintenance of infrastructure, camps and equipment already constructed and installed.

28. In the 2016/17 period, contracts will be in place to provide maintenance and repair of water wells and boreholes, solid and liquid waste removal services, ablution units with associated sewage and water supply systems, and construction of kitchen and dining facilities as well as other welfare facilities.

29. The Mission will also enhance the security of all Mission premises by building stronger protection barriers and higher perimeter walls and reinforcing access control, including through the installation of smart card access control machinery. Prompted by the experience of the security crisis that took place in September 2015, the leadership of the Mission has emphasized the need for new and permanent Mission headquarters in Bangui that will provide better working and living conditions as well as security for Mission personnel. As the construction of a permanent headquarters is expected to be a multi-year project, the existing premises will be maintained and repurposed as appropriate in due course.

30. The Mission will continue to reinforce the safety and security of its personnel in Bangui and throughout the regions in the area of operation with additional security services and technology that improve situational awareness, given the recent heightened tensions in the Central African Republic, including the recent increase in the number of deaths and injuries within the community as well as attacks directly targeting MINUSCA and humanitarian personnel and premises. The enhanced security service comprises the provision, installation, operation and decommissioning of security technology that includes a set of static and mobile sensors able to observe an area of a city day and night. The services also include monitoring and observation functions to identify and analyse threats and hostile activities. In addition to the direct monitoring, the services include live video streams and warning and situation reports for the Mission. The provision for the turnkey technology-based security services is included under security services, facilities and infrastructure, of the present proposal.

31. A reconfiguration of the air fleet is planned for the 2016/17 period to respond to the dynamic environment and optimize the available air assets that best meet the needs of the operation in the Central African Republic. The current fleet comprises six fixed-wing aircraft, two of which are provided through a cost-share arrangement,

and nine helicopters. The Mission will replace three aeroplanes with three tactical helicopters to boost the capability of the Mission to carry out its mandated tasks, in particular with regard to the protection of civilians, throughout the country. The aircraft that were operated on a cost-shared basis and used for regular flights between Bangui and Entebbe are no longer required as commercial flights resumed in December 2015. The three additional helicopters are particularly needed to meet urgent requirements such as medical and casualty evacuations and other emergency airlifts of cargo and passengers.

32. On the basis of the results of a technical assessment of an unmanned and unarmed aerial system conducted by the Department of Field Support and the particulars of the procurement process that is unique to this system, it is planned to deploy the necessary equipment and services in July 2016. It is envisaged that the unmanned aerial system will be stationed in one of the sectors and deployed wherever needed throughout the country to support the surveillance required to deliver the mandate of the Mission. The capability and compatibility of the system may require additional data analysts, crew, ground stations, vehicles and upgrades of data analysis software or sensor types in the future. The provision for the turnkey service is included under services, air transportation, of the present proposal.

33. The Mission will seek greater efficiency, mainly in the area of support, through the use of shared services as well as the global and regional support centres. The Mission will also focus on (a) decreasing the level of inventory to an acceptable level and pursuing discounts in commercial contracts; (b) limiting external training to essential and mandatory courses, with greater emphasis on within-mission training and enhancing the skills of the national staff; (c) the greater use of teleconferences and videoconferences to reduce travel costs; (d) seeking cost-effective outsourcing opportunities to leverage the return of skills and expertise to the country for selected mission activities; (e) strengthening and expanding regional cooperation and inter-mission support, with the intention of minimizing duplication of resources and efforts; and (f) adopting new information and communications technology tools to deliver the same level of support at lower cost.

C. Regional mission cooperation

34. Like other missions in the region, whenever the opportunity exists MINUSCA will seek economies of scale, in cooperation with the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Mission in South Sudan (UNMISS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Security Force for Abyei (UNISFA) and the United Nations Support Office in Somalia (UNSOS). In the 2016/17 period, MINUSCA may acquire assets from missions that are liquidating or downsizing.

35. Furthermore, the Mission will continue to use the MONUSCO logistics hub and the Regional Procurement Office located in Entebbe, embedding staff to perform support functions related to logistics, facilities and engineering management, information technology, supply, security and procurement. Eight international staff (6 at the MONUSCO logistics hub and 2 in the Regional Procurement Office) and 11 national staff (10 at the MONUSCO logistics hub and 1 temporary staff in the Regional Procurement Office) will continue to be co-located.

D. Partnerships, country team coordination and integrated missions

36. MINUSCA will continue to collaborate with other United Nations agencies operating in the Central African Republic to foster the principle of "One United Nations" and provide multidimensional and multidisciplinary responses to the priorities of the elected authorities while respecting the mandates of other United Nations entities as well as the humanitarian space. MINUSCA will focus on greater integration of the international community, the United Nations and the national authorities to advance stabilization and the extension of State authority, including the management of natural resources. This increased focus will facilitate the effective and coherent delivery of the mandate of the Mission, strengthening the effectiveness of and drawing attention to international assistance in the Central African Republic in accordance with paragraph 33 (c) of Security Council resolution 2217 (2015).

37. The Mission will also seek the collaboration of major stakeholders, including the Economic Community of Central African States, the African Union, the European Union, international financial institutions and bilateral partners, with a view to building the synergies and complementarities needed to stabilize the political situation in the Central African Republic. In this regard, MINUSCA will engage the United Nations country team and other partners to strengthen rule of law institutions and carry out activities in support of political dialogue, reconciliation and good governance at both national and community levels.

E. Results-based-budgeting frameworks

Executive direction and management

38. Overall mission direction and management is to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2015/16	1	4	10	1	11	27	15	–	42
Proposed posts 2016/17	1	4	10	1	11	27	15	–	42
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)									
Approved posts 2015/16	1	1	4	3	1	10	9	3	22
Proposed posts 2016/17	1	1	6	3	1	12	9	3	24
Net change (see table 2)	–	–	2	–	–	2	–	–	2

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2015/16	1	–	5	6	1	13	2	–	15
Proposed posts 2016/17	1	–	5	6	1	13	2	–	15
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2015/16	–	1	9	15	3	28	14	19	61
Proposed posts 2016/17	–	2	12	20	4	38	15	21	74
Net change	–	1	3	5	1	10	1	2	13
Approved temporary positions[b] 2015/16	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2016/17	–	–	–	1	–	1	1	–	2
Net change	–	–	–	1	–	1	1	–	2
Subtotal									
Approved 2015/16	–	1	9	15	3	28	14	19	61
Proposed 2016/17	–	2	12	21	4	39	16	21	76
Net change	–	1	3	6	1	11	2	2	15
Communications and Public Information Office									
Approved posts 2015/16	–	1	5	9	6	21	33	14	68
Proposed posts 2016/17	–	1	5	10	7	23	65	18	106
Net change (see table 6)	–	–	–	1	1	2	32	4	38
Total posts									
Approved posts 2015/16	3	7	33	34	22	99	73	36	208
Proposed posts 2016/17	3	7	38	40	24	112	106	42	260
Net change	–	–	5	6	2	13	33	6	52
Total positions									
Approved temporary positions[b] 2015/16	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2016/17	–	–	–	1	–	1	1	–	2
Net change	–	–	–	1	–	1	1	–	2
Total									
Approved 2015/16	3	7	33	34	22	99	73	36	208
Proposed 2016/17	3	8	38	41	24	114	107	42	263
Net change	–	1	5	7	2	15	34	6	55

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net increase of 15 posts/positions (including 1 temporary position)

National staff: net increase of 34 posts/positons (including 1 temporary position)

United Nations Volunteers: net increase of 6 positions

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)

Table 2
Human resources: immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-5	Senior Programme Management Officer	Establishment	
	+1	P-4	Programme Management Office (Natural Resources)	Establishment	
Net change	**+2**		**(see table 1)**		

39. The approved staffing establishment of the immediate Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator) comprises seven posts (1 Deputy Special Representative of the Secretary-General (at the Assistant Secretary-General level), 1 Head of the Integrated Office (D-1), 1 Senior Coordination Officer (P-5), 1 Special Assistant (P-3), 1 Administrative Assistant (Field Service) and 2 Driver (national General Service)). In line with the integrated mission concept, the immediate Office will continue to work closely with United Nations agencies, the country team and MINUSCA to identify concrete objectives that can be better achieved through joint actions. These include strategies for elections, protection of civilians, combating sexual violence, the extension of State authority and the longer-term stabilization of the Central African Republic, within a framework of more inclusive operational management and securitization. As these strategies begin to demonstrate a positive impact, the immediate Office will increasingly be required to focus on supporting the authorities of the Central African Republic to develop a national strategy to tackle the networks engaged in the illicit exploitation and trafficking of natural resources which continue to fund and supply armed groups in the Central African Republic, taking into account, where appropriate, the reports of the Panel of Experts established pursuant to Security Council resolution 2127 (2013) and the decisions of the Kimberley Process, with the aim of extending State authority over the entire territory and its resources.

40. In this context, it is proposed that the two new posts presented in table 2 be established to support the development of a national strategy to tackle the networks engaged in the illicit exploitation and trafficking of natural resources, in close coordination with the United Nations country team, to meet the mandated objective of the restoration of State authority.

Office of the Chief of Staff

Table 3
Human resources: Joint Operations Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+4	P-3	Operations Officer	Establishment	
Net change	+4				

41. The approved staffing establishment of the Joint Operations Centre comprises 13 posts (1 Chief Joint Operations Officer (P-5), 1 Deputy Chief (P-4), 7 Operations Officer (2 P-3, 2 National Professional Officer and 3 United Nations Volunteer), 1 Associate Information Technology Officer (P-2), 1 Associate Administrative Officer (P-2) and 2 Operations (Watch) Officer (United Nations Volunteer)). The Centre will continue to coordinate and facilitate the operations and actions undertaken by the Mission during periods of crisis and normal activity, to ensure the delivery of the mandate of the Mission. During periods of crisis, the Joint Operations Centre will operate as the primary facility to take immediate action in support of first response initiatives and the Crisis Management Team without having to wait for clearance from the Special Representative of the Secretary-General, which would normally be required in such instances. The crisis of September 2015 in the Central African Republic demonstrated the need for the reinforcement of the capacity of the Centre to adequately respond to incidents in the regions and simultaneous incidents across the country.

42. As a result, it is proposed that the four new posts presented in table 3 be established in the four key regional operational centres — the Bangui Joint Task Force headquarters and the three sector headquarters — to ensure the enhanced coordination of integrated information, monitoring, reporting and situational awareness with the Centre at Mission headquarters and to support effective integration of Mission-wide operational awareness and security information and a consistent mechanism and procedures for crisis response.

Office of the Chief of Staff

Table 4
Human resources: Integrated Mission Training Cell

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Chief, Training Cell	Redeployment	To Office of the Deputy Director of Mission Support (component 4, support)
	-2	P-3	Training Officer	Redeployment	
	-1	FS	Training Officer	Redeployment	
	-1	UNV	Training Officer	Redeployment	
	-1	NGS	Administrative Assistant	Redeployment	
Net change	-6				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

43. The pilot project undertaken in MINUSCA to establish the Integrated Mission Training Cell within the Office of the Chief of Staff has not delivered a significant benefit beyond that which was evident when the Training Cell was under the supervision of the Office of the Director of Mission Support in other missions. Consequently, it is proposed that the Integrated Mission Training Cell be transferred back to the Office of the Director of Mission Support under the supervision of the Deputy Director of Mission Support in the support component, as presented in table 4. The relocation of the Training Cell will enable the Chief of Staff to focus on substantive activity, long-term planning and coordination of cross-cutting issues.

Office of the Chief of Staff

Table 5
Human resources: Conduct and Discipline Team

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					**Establishments**
	+1	D-1	Chief of Conduct and Discipline	Establishment	
	+2	P-4	Conduct and Discipline Officer	Establishment	
	+1	P-3	Conduct and Discipline Officer (Reporting)	Establishment	
	+1	FS	Administrative Officer	Establishment	
	+1	NPO	Conduct and Discipline Officer	Establishment	
	+3	UNV	Associate Conduct and Discipline Officer	Establishment	
Subtotal	**+9**				
					Redeployments
	+1	P-5	Chief Conduct and Discipline	Redeployment	From Conduct and Discipline Team (component 4, support)
	+1	P-4	Conduct and Discipline Officer	Redeployment	
	+2	P-3	Conduct and Discipline Officer	Redeployment	
	+1	FS	Conduct and Discipline Assistant	Redeployment	
	+1	NGS	Administrative Officer	Redeployment	
Subtotal	**+6**				
Positions	+1	P-3	Conduct and Discipline Officer	Redeployment	
	+1	NPO	Conduct and Discipline Officer	Redeployment	
Subtotal	**+2**				
Net change	**+17**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

44. The approved staffing establishment of the Conduct and Discipline Team comprises eight posts and temporary positions: six posts (1 Chief of Conduct and Discipline (P-5), 3 Conduct and Discipline Officer (1 P-4 and 2 P-3), 1 Conduct and Discipline Assistant (Field Service) and 1 Administrative Assistant (national General Service) and two temporary positions of Conduct and Discipline Officer (1 P-3 and

1 National Professional Officer)). MINUSCA is facing unprecedented challenges with regard to the conduct and discipline of its personnel, in particular that 30 per cent of all reported allegations of sexual exploitation and abuse across peacekeeping operations were specific to MINUSCA. The Mission is deployed at more than 40 locations throughout the Central African Republic, posing a challenge to maintaining command and control in a large country with limited infrastructure. Furthermore, the context of displacement of population and the level of sexual violence related to the conflict have made women and children vulnerable to sexual exploitation and abuse which, regrettably, some United Nations personnel may engage in. This situation requires increased efforts in ensuring prevention, including through training, response and remedial actions. Strategic planning and implementation of key initiatives require a significant level of experience. In the light of the current focus on dealing with the misconduct in MINUSCA owing to the increased number of observed cases, particularly cases of sexual exploitation, the Mission will reinforce the implementation of the three-pronged strategy to mitigate misconduct: prevention activities, case management and remedial action for victims of sexual exploitation and abuse by United Nations personnel. Activities include training; raising awareness; implementation of best practices; managing cases through assessment, investigation, review and recommendations; and coordinating with the gender-based violence task force with regard to assistance for victims in the sectors and Bangui. Personnel will be located in the sectors to support the Team with the various activities, including conducting induction training, refresher training and other preventive measures, and liaising with United Nations agencies and non-governmental organizations (NGOs) in the implementation of the victim assistance strategy. In addition to training provided for personnel, outreach activities covering the conduct regulations and reporting procedures of the United Nations will be carried out in local communities to mitigate misconduct, particularly sexual exploitation and abuse, by United Nations personnel. Dedicated Team members will be responsible for receiving complaints through the planned hotline for reporting sexual exploitation and abuse.

45. In the context described above, it is proposed that the nine new posts presented in table 5 be established to reinforce the activities described and to cover the expanded area of operations of the Mission. In particular, it is proposed that of the nine posts, one post be established at the D-1 level to head the MINUSCA Conduct and Discipline Team and provide the necessary expertise and accountability. The incumbent will manage conduct and discipline efforts, including officers located in field offices; manage and coordinate the development and implementation of sexual exploitation and abuse prevention, response, victim support and accountability initiatives that leverage resources in MINUSCA, the country team, national partners and NGOs; represent the Special Representative of the Secretary-General in meetings with internal and external partners to the level of minister and country representative; work closely with the Office of Internal Oversight Services to ensure that allegations are adequately and swiftly referred for investigation and that immediate response teams are activated to preserve evidence; develop and implement new initiatives focused on enhancing support to victims of sexual exploitation and abuse, accountability and justice; ensure the required collaboration and information sharing with United Nations agencies and NGOs; advise and support the Special Representative of the Secretary-General on conduct and discipline issues, the prevention of misconduct and, in particular, sexual exploitation and abuse, case management, victim support and accountability initiatives that are of interest to the Organization; advise and support the Special

Representative of the Secretary-General in addressing risks of misconduct and sexual exploitation and abuse associated with troops, police and civilian staff of the Mission; and ensure appropriate conduct and discipline and that prevention of sexual exploitation and abuse is provided in predeployment and in-country training to all incoming military, police and civilian personnel. It is also proposed that the Conduct and Discipline Team be renamed the Conduct and Discipline Service in accordance with the naming convention of the Organization and that the approved post of Chief of Conduct and Discipline (P-5) be renamed Deputy Chief of Conduct and Discipline.

46. As all personnel and components of the Mission are responsible for reporting incidents of misconduct, conduct and discipline is considered an integral element of the executive direction and management of the Mission. In this context, it is proposed that the Conduct and Discipline Team, presented in table 5, be transferred from the support component, to improve oversight and accountability over conduct and disciplinary matters and better reflect the reporting lines and to align the staffing structure of MINUSCA with other peacekeeping missions.

Communications and Public Information Office

Table 6
Human resources: Communications and Public Information Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Outreach Unit					
Posts	+4	UNV	Outreach Officer	Establishment	
	+4	NGS	Outreach Assistant	Establishment	
Subtotal	**+8**				
Radio Production Unit					
Posts	+1	P-2	Radio Producer	Establishment	
	+3	NPO	Radio Producer	Establishment	
	+18	NGS	Radio Reporter	Establishment	
	+1	FS	Broadcast Technology Officer	Establishment	
	+3	NPO	Broadcast Technician	Establishment	
	+2	NGS	Administrative Assistant	Establishment	
	+2	NGS	Driver	Establishment	
Subtotal	**+30**				
Net change	**+38**		(see table 1)		

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

47. The approved staffing establishment of the Outreach Unit and the Radio Production Unit comprises 19 posts and 21 posts, respectively. For the Outreach Unit: 1 Chief of Outreach (P-4), 9 Outreach Officer (4 P-3, 1 National Professional Officer and 4 United Nations Volunteer), 8 Outreach Assistant (national General Service) and 1 Translator (National Professional Officer); for the Radio Production

Unit: 1 Chief Radio Producer (P-4), 6 Radio Producer (1 P-3, 2 National Professional Officer and 3 United Nations Volunteer), 5 Radio Production Assistant (national General Service), 6 Broadcast Technology Officer (1 P-3, 2 National Professional Officer and 3 United Nations Volunteer) and 3 Broadcasting Assistant (Field Service). The Office will continue to foster awareness about and an understanding of the mandate and achievements of the Mission among the population of the Central African Republic at the local level, as well as increase their participation in resolving the issues pertaining to the mandate of the Mission that affect their lives, their communities and their regions through additional outreach and the expansion of the radio station across the regions in the Central African Republic. Currently, the Communications and Public Information Office is fully staffed, with officers from the Outreach Unit located in each of the three regional offices in Bouar, Kaga Bandoro and Bria and three subregional offices in Bambari, Berberati and Bossangoa. Furthermore, the additional subregional offices in Ndele, Birao, Bangassou and Obo will be opened before the end of the 2015/16 period.

48. The MINUSCA radio station, the only media source capable of broadcasting to the entire country, currently delivers pre-recorded radio programmes to existing radio stations in the Central African Republic. The Unit will expand into 14 additional regions and strengthen the programming of the three regional offices in Bouar, Kaga Bandoro and Bria with a view to producing self-standing daily radio programming, including news segments and features, announcements, talk shows, radio music spots and soap operas, and weekly programming for a wide variety of audiences in the French and Sango languages for maximum coverage of the population, particularly in remote areas. The expansion will involve strengthening local capacity through the establishment of primarily national posts.

49. In the light of the above, it is proposed that the eight new posts presented in table 6 be established in the Outreach Unit in the four newly established subregional offices as the Mission expands its area of programme intervention through its Information Officers in the field, disseminating information to and empowering local stakeholders to rebuild trust among communities, and to enlist support of the Central African population for the work and achievements under the three pillars of the Mission: protection of civilians, support to the political process and restoration of State authority.

50. In the same context, it is proposed that the 30 new posts presented in table 6 be established in the Radio Production Unit in the 14 newly established subregional offices and the existing regional offices to provide the technical teams needed for initiating new radio projects and developing, writing and recording the programmes aimed at using the radio station as a key tool in disseminating all related information with regard to the peace process, rule of law and civic education, by means of human interest stories on human rights, protection of women and children and development projects.

Component 1: security, protection of civilians and human rights

51. Component 1 will cover key expected accomplishments related to the protection of civilians, the promotion and protection of human rights and the stabilization of the security situation, including, but not limited to, the following activities:

(a) Leading the continued implementation of the strategy, including monitoring and reporting on and preventing and responding to human rights and international humanitarian law violations, to protect civilians against the threat of physical violence, including conflict-related sexual violence and grave violations against children, as well as efforts to promote and protect human rights and fight impunity;

(b) Assisting the elected governmental authorities in their efforts to address major security threats and border-related challenges;

(c) Assisting the Government in the implementation of the national disarmament, demobilization, reintegration and repatriation programme with a focus on reintegration and the implementation of reinsertion projects following demobilization;

(d) Continuing to develop and implement interim stabilization measures, to address security threats related to the armed group presence and to conduct community violence reduction projects to address the armed group elements that will not be eligible for the national disarmament, demobilization, reintegration and repatriation programme and other community members exposed to the risks of armed activities;

(e) Supporting the authorities, through the United Nations Mine Action Service, in the development and implementation of a national weapons and ammunition management framework to reduce the threat of unsafe munitions.

52. With an authorized troop strength of 10,750 military personnel, including 169 military observers and 311 staff officers, 1,680 formed police unit personnel, 400 United Nations police officers and 40 Government-provided personnel comprising corrections officers, MINUSCA will continue to deploy across the three main sectors (Sector West, Sector Centre and Sector East) in the area of operations of the Mission to be effective and responsive to developments in the security situation throughout the Mission area. MINUSCA would cover remote areas through long-range patrols and temporary deployments and intensify its engagement with local authorities and the local population through, among various outreach programmes, the expanded use of messaging and information operations via the radio station of the Mission and the Community Liaison Assistants. The military contingent personnel will conduct tasks to fulfil the mandate with regard to the protection of civilians, preservation of territorial integrity, facilitation of the immediate, full, safe and unhindered delivery of humanitarian assistance and protection of the United Nations, such as long-range patrols, routine patrols, air reconnaissance activities, including unmanned aerial system capability, border patrols, guard installations and escorts and contribute to the protection of key national stakeholders, including members of the transitional Government. Police contingent personnel will continue to carry out activities related to the protection of civilians through patrols (on foot and by vehicle, alone or in coordination with the national authorities), use of checkpoints, targeted operations, escorts, close and static protection duties and general operational support to the elected national authorities. With regard to the protection of civilians and human rights, Corrections Officers will engage in activities to develop the capacity of the Prison Service in the Central African Republic to provide safe, secure and humane prisons, thereby reinforcing sustainable peace and security.

Expected accomplishments	*Indicators of achievement*
1.1 Progress towards an improved security environment	**1.1.1 Decrease in the number of attacks and armed clashes between parties to the conflict (2014/15: 1; 2015/16: 2; 2016/17: 0)**
	1.1.2 Increase in the number of members of armed groups participating in the disarmament, demobilization, reintegration and repatriation programme (2014/15: not applicable; 2015/16: 3,000; 2016/17: 2,000)
	1.1.3 Increase in the number of members of armed groups ineligible for the disarmament, demobilization, reintegration and repatriation programme and community members benefiting from community violence reduction projects (2014/15: not applicable; 2015/16: 5,000; 2016/17: 5,000)
	1.1.4 Improvement in the conditions for the deployment of Central African police and the national gendarmerie throughout the prefectures through the rehabilitation and equipping of additional police stations and gendarmerie brigades (2014/15:10; 2015/16: 7; 2016/17: 10)
	1.1.5 Increase in the number of verified members of defence and security forces (2014/15: 500; 2015/16: 1,500; 2016/17: 3,000)

Outputs

- **184 daily patrols and escorts by contingent troops in key population centres throughout the Central African Republic for deterrence, protection and situational awareness**
- **12 short-term battalion- or part-battalion-level surge operations to proactively deter armed group actions against civilians in emerging hot spots**
- **500 project days for repairing roads, bridges and airfields which are used by MINUSCA forces and provide access to humanitarian corridors**
- **3 daily flying hours in support of operations within the Mission area of authority**
- **50 mining sites freed from control of armed groups**
- **24/7 response and patrolling by the MINUSCA Bangui Joint Task Force of military and police, and operations, conducted either unilaterally or with the Central African Republic police and the national gendarmerie, in all 16 prefectures**
- **Weekly meetings with the Central African High Commissioner for disarmament, demobilization and reintegration and security sector reform and the follow-up committee established to implement the recommendations of the Bangui Forum to coordinate actions and plans in the implementation of the disarmament, demobilization and reintegration programme**

- **Provision of regular monthly strategic and technical support to the national authorities in charge of disarmament, demobilization and reintegration to enable them and reinforce their capacities to implement the disarmament, demobilization and reintegration programme**
- **Regular monthly meetings with partners, including other mission components and funds and programmes of the United Nations system, to strengthen complementarities and support the disarmament, demobilization and reintegration process**
- **Disarmament, demobilization and vetting of 5,000 combatants in accordance with the eligibility criteria defined in the agreement for disarmament, demobilization and reintegration resulting from the Bangui Forum**
- **Design and implementation of reinsertion projects for 2,000 ex-combatants in communities of return prior to the longer-term reintegration assistance of the national disarmament, demobilization, reintegration and repatriation programme**
- **15 community violence reduction projects for 5,000 beneficiaries, including combatants (including women) ineligible for the disarmament, demobilization, reintegration and repatriation programme as well as community members and youth**
- **Regular sensitization campaigns at national and local level conducted throughout the year to support and accompany the Government in the implementation of the disarmament, demobilization, reintegration and repatriation programme as well as community violence reduction activities**
- **Provision of weapons and ammunition management technical assistance and mentoring through physical security enhancements and assessments of ammunition depots to relevant MINUSCA units, as requested**
- **4 perception surveys in Bangui, Bouar, Kaga Bandoro and Bria to obtain feedback and monitor the perception of local communities of their security and the effectiveness of protection efforts**
- **Conduct of a monthly public information campaign to raise the awareness of the civilian population and parties to the conflict regarding the implementation of the protection of civilians mandate**

Expected accomplishments	*Indicators of achievement*
1.2 Improved protection of civilians and respect for human rights, with a specific focus on women and children	**1.2.1 Increase in the number of initiatives to protect civilians being implemented at the national, prefecture and community levels**
	1.2.2 Decrease in the number of inter- or intracommunal disputes that result in violence
	1.2.3 Decrease in the number of recorded violations of international humanitarian and human rights law, in particular the rights to life and to physical integrity, committed against the civilian population by all parties to the conflict
	1.2.4 Increase in the number of parties to the conflict that have issued clear orders to prohibit sexual violence and adopted a code of conduct prohibiting sexual violence (2014/15: not applicable; 2015/16: 3; 2016/17: 5)

1.2.5 Increase in the number of children released from armed forces and groups and handed over to appropriate care services (2014/15: 2,969; 2015/16: 3,500; 2016/17: 3,600)

1.2.6 Increase in the number of cases of human rights and international humanitarian law violations, including grave violations against children and conflict-related sexual violence, that are addressed positively (2014/15: not applicable; 2015/16: 360; 2016/17: 720)

1.2.7 Increase in the number of communities rendered secure and safe by neutralizing explosive remnants of war and reducing armed violence (2014/15: 13; 2015/16: 15; 2016/2017: 17)

1.2.8 Increase in the number of defence and security forces personnel trained in human rights, protection of civilians, protection of children, prevention of conflict-related sexual and gender-based violence and civil-military relations (2014/15: 1,300; 2015/16: 500; 2016/2017: 1,500)

Outputs

- **Regular protection missions, including 216 field visits and 24 fact-findings missions, to monitor, report and investigate allegations of violations of international human rights and humanitarian law, including grave violations against children and conflict-related sexual violence and abductions**
- **Monthly meetings with parties to the conflict to negotiate the signing and implementation of action plans to end the recruitment and use of child soldiers and other grave child rights violations and quarterly field monitoring missions to follow up on action plan implementation**
- **15 awareness-raising sessions on child protection for at least 300 members of armed groups**
- **4 quarterly reports (Global Horizontal Notes) and 1 annual report on the situation of children and armed conflict in the Central African Republic**
- **Establishment at the sector level of 3 working groups on the monitoring and reporting mechanism to monitor and report on grave child rights violations**
- **4 quarterly reports and 1 annual report on conflict-related sexual violence in the Central African Republic**
- **50 explosive ordnance disposal operations in key population centres, including educating 50 communities and MINUSCA personnel to recognize explosive threats and explosive hazards, including the development of community security practices to reduce the threat from illicit weapons and ammunition**
- **2 human rights public reports and regular/monthly advocacy démarches with national judicial, military and police authorities**
- **50 training sessions for the national security forces (national police and national gendarmerie) on international human rights and humanitarian law, including principles regarding arrest and detention and the use of force and firearms**

- 34 trainings on human rights monitoring and reporting techniques, advocacy with national authorities and drafting of sound project proposals on the fight against impunity delivered to local NGOs and civil society actors to build their capacity in those areas
- 3 workshops to build the capacity of the National Human Rights Commissioners on monitoring and reporting human rights, the human rights treaty bodies and special procedures, transitional justice and advocacy and communication techniques as well as regular provision of technical advice to build the capacity and effective functioning of the National Human Rights Commission
- 35 workshops (875 participants) to develop 35 community protection plans and community alert networks; strengthen coordination of protection of civilians between the force and/or United Nations police and local authorities, local communities, and civil society and local authorities; and improve alert and response mechanisms, taking a gender perspective into consideration
- 12 meetings between United Nations police, the prefect, community representatives and representatives of the Central African police and the national gendarmerie to discuss local security issues in all 16 prefectures and all 9 mayors of Bangui and the mayors of Bimbo and Begoua
- Establishment at the sector level of 6 working groups on monitoring analysis and reporting arrangements to monitor and report on conflict-related sexual violence
- 12 sector level-based trainings for 250 members of civil society and NGOs on conflict-related sexual violence and sexual and gender-based violence
- 24 one-day workshops on women and the police for women's groups and members of the Central African police and the national gendarmerie and training for 80 police officers and gendarmes in prevention of sexual and gender-based violence and interviewing of victims and investigations, and for 40 police officers and gendarmes on child protection issues (child victims of crime and children in conflict with the law)
- Monthly public information, advocacy and outreach activities to raise awareness on human rights, with emphasis on sexual and gender-based violence, child protection issues and the role of national community policing for violence reduction, through print and broadcast media outlets and sensitization workshops
- Organization of a multimedia campaign focusing on public order as well as public outreach activities to raise awareness on access to justice rights

Expected accomplishments	*Indicators of achievement*
1.3 Progress towards fighting impunity	1.3.1 Execution of targeted operations by the national police and gendarmerie in conjunction with MINUSCA (2014/15: 24; 2015/16: 24; 2016/17: 24)
	1.3.2 Increase in the number of prosecutions for serious crimes initiated (2014/15: 10; 2015/16: 15; 2016/17: 25)
	1.3.3 Increase in the number of functioning transitional justice mechanisms complying with international human rights standards (2014/15: not applicable; 2015/16: not applicable; 2016/17: 2)

Outputs

- Development of mechanisms for appointing magistrates and staff of the Special Criminal Court and the preparation of proposals for enacting/amending relevant laws for the operationalization of the Court
- 2 training sessions of 30 days each for 20 judicial police officers (including in evidence collection/storage, criminal/forensic analysis and gender-based crimes and conflict-related sexual violence) and 30 days of training for 2 national prosecutors and 3 national investigating magistrates in addition to daily technical support and mentoring by technical experts
- 60 days of training for the Chief Registrar and 10 national support staff; development of a policy, legal framework and operational support for protecting and assisting victims and witnesses as well as 10 interdisciplinary trainings for magistrates, lawyers, NGOs and national police; development of a legal aid scheme to assist indigent suspects and accused, by way of technical support to the Ministry of Justice and the bar association as well as training and mentoring of 10 legal defence counsels
- Provision of security to the premises of the Special Criminal Court in Bangui, as well as to 4 international magistrates, 5 national magistrates and a team of 10 international and national judicial police officers
- Organization of 4 workshops (3 at the sector level and 1 at headquarters) to support the development of comprehensive approaches to transitional justice in the Central African Republic, including non-judicial mechanisms, and, with female leaders and women's groups, to ascertain concerns and expectations regarding the response to gender-based crimes and conflict-related sexual violence, for national and local authorities, victims' associations and members of civil society; and 3 training sessions on the implementation of transitional justice mechanisms, gender-based crimes and conflict-related sexual violence for national and local authorities, members of civil society, female leaders and women's groups
- Provision of 10 training sessions for 200 police and gendarmerie officers to enhance their ability to participate in the prosecution of cases against perpetrators of violations of child rights and also comply with international norms when prosecuting cases against child perpetrators

External factors

The security environment; the timely deployment of necessary human resources; cooperation from and the technical capacity of national and provincial authorities; cohesiveness of armed groups

Table 7
Human resources: component 1, security, protection of civilians and human rights

Category	*Total*
I. Military observers	
Approved 2015/16	**240**
Proposed 2016/17	**169**
Net change	**(71)**
II. Military contingents	
Approved 2015/16	**9 716**
Proposed 2016/17	**10 537**
Net change	**821**

III. United Nations police	
Approved 2015/16	**400**
Proposed 2016/17	**400**
Net change	**–**
IV. Formed police units	
Approved 2015/16	**1 400**
Proposed 2016/17	**1 680**
Net change	**280**
V. Government-provided personnel	
Approved 2015/16	**20**
Proposed 2016/17	**40**
Net change	**20**

	International staff								
VI. Civilian staff	***USG-ASG***	***D-2-D-1***	***P-5-P-4***	***P-3-P-2***	***Field Service***	***Subtotal***	***National staff***[a]	***United Nations Volunteers***	***Total***
Office of the Force Commander									
Approved posts 2015/16	**1**	**1**	**–**	**–**	**1**	**3**	**1**	**–**	**4**
Proposed posts 2016/17	**1**	**1**	**–**	**–**	**1**	**3**	**1**	**–**	**4**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of the Police Commissioner									
Approved posts 2015/16	**–**	**2**	**7**	**1**	**–**	**10**	**4**	**–**	**14**
Proposed posts 2016/17	**–**	**2**	**7**	**1**	**–**	**10**	**4**	**–**	**14**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Disarmament, Demobilization and Reintegration Section									
Approved posts 2015/16	**–**	**1**	**6**	**10**	**2**	**19**	**5**	**6**	**30**
Proposed posts 2016/17	**–**	**1**	**6**	**13**	**2**	**22**	**5**	**6**	**33**
Net change (see table 8)	**–**	**–**	**–**	**3**	**–**	**3**	**–**	**–**	**3**
Child Protection Unit									
Approved posts 2015/16	**–**	**–**	**2**	**4**	**–**	**6**	**5**	**5**	**16**
Proposed posts 2016/17	**–**	**–**	**2**	**4**	**–**	**6**	**5**	**5**	**16**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Human Rights Division									
Approved posts 2015/16	**–**	**1**	**14**	**21**	**2**	**38**	**21**	**26**	**85**
Proposed posts 2016/17	**–**	**1**	**14**	**21**	**2**	**38**	**21**	**26**	**85**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Subtotal, civilian staff									
Approved posts 2015/16	1	5	29	36	5	76	36	37	149
Proposed posts 2016/17	1	5	29	39	5	79	36	37	152
Net change	–	–	–	3	–	3	–	–	3
Total (I-VI)									
Approved 2015/16	1	5	29	36	5	76	36	37	11 925
Proposed 2016/17	1	5	29	39	5	79	36	37	12 978
Net change	–	–	–	3	–	3	–	–	1 053

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 3 posts

Disarmament, Demobilization and Reintegration Section

Table 8

Human resources: Disarmament, Demobilization and Reintegration Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-3	Disarmament, Demobilization and Reintegration Monitoring and Evaluation Officer	Establishment	
	+1	P-3	Disarmament, Demobilization and Reintegration Communications Officer	Establishment	
	+1	P-3	Disarmament, Demobilization and Reintegration Repatriation Officer	Establishment	
Net change	+3		(see table 7)		

53. The approved staffing establishment of the Disarmament, Demobilization and Reintegration Section comprises 30 posts (1 Principal Disarmament, Demobilization and Reintegration Officer (D-1), 1 Disarmament, Demobilization and Reintegration Strategic Planning Officer (P-5), 9 Disarmament, Demobilization and Reintegration Officer (4 P-4 and 5 P-3), 1 Disarmament, Demobilization and Reintegration Monitoring and Evaluation Officer (P-3), 14 Community Violence Reduction Officer (1 P-4, 3 P-3, 4 National Professional Officer and 6 United Nations Volunteer), 1 Associate Administrative Officer (P-2), 1 Administrative Assistant (Field Service), 1 Community Violence Reduction Budget Assistant (Field Service) and 1 Driver (national General Service)). Working closely with Civil Affairs Officers, Disarmament, Demobilization and Reintegration Officers will continue to facilitate community reconciliation through social and cultural community-based activities with local authorities and religious and traditional leaders as well as the community itself. Given its geographical situation and the regional influence of the multi-year conflict in the Central African Republic, the different armed groups are composed of a significant number of foreign combatants who will need to be repatriated during the demobilization process. The implementation of the disarmament, demobilization, reintegration and repatriation programme would be at

risk if foreign combatants were left behind, possibly creating tensions between opposing armed groups.

54. The next steps for the Mission in delivering on its disarmament, demobilization, reintegration and repatriation mandate, in addition to continued planning, design and implementation of the pre-disarmament, demobilization, reintegration and repatriation process and programme, involve monitoring and evaluating at the earliest stages, including the systematic collection and analysis of information to track whether the outputs and activities are in line with the overall outcomes of disarmament, demobilization, reintegration and repatriation and to form the basis for strategic decision-making; the development and implementation of a coherent communications strategy with regard to the disarmament, demobilization, reintegration and repatriation programme to ensure the circulation of effective information to the different target groups and the safe and smooth implementation of the programme, and managing the expectations of ex-combatants; development of a media campaign and other communications tools for the sensitization and outreach activities required for disarmament, demobilization, reintegration and repatriation; and development of protocols for and organization of the repatriation process of foreign combatants and providing support to the national authorities in servicing a regional coordination mechanism to better monitor movements across borders as part of the stabilization process in the Central African Republic, thereby improving security within the country. The coordination mechanism is also expected to achieve safe and smooth implementation of the disarmament, demobilization, reintegration and repatriation process as a means to address those armed elements that cannot be absorbed through disarmament, demobilization and reintegration into communities within the Central African Republic.

55. In the light of the above, it is proposed that the three new posts presented in table 8 be established to support the current disarmament, demobilization and reintegration process in other regions and undertake the next steps in the process.

Component 2: support to the political process, reconciliation and elections

56. MINUSCA will provide good offices and advice to the elected Government of the Central African Republic, continuing, together with the international community, to support the development of a resilient and inclusive political process and to support and promote reconciliation initiatives at the community and political levels to ensure progress on reconciliation, peaceful coexistence and the management and resolution of conflict. MINUSCA will also provide strategic and technical advice to national authorities on security sector governance and reconstitution of the defence and security forces, including in the articulation of a long-term national security vision and development of a national security policy and comprehensive security sector reform strategy. MINUSCA will continue to support the national authorities with the coordination of international assistance to the security sector in order to strengthen coherence and effectiveness. The Mission will continue to work on the vetting mechanisms for and the integration of armed group elements into the defence and security forces of the Central African Republic in line with international standards of human rights and humanitarian law. In addition, MINUSCA, in conjunction with international and national partners, will facilitate and provide assistance and operational and security support to the local electoral process. Furthermore, in close collaboration with the United Nations country team and humanitarian actors, MINUSCA will monitor and provide strategic policy

advice to national authorities on the local elections as required. MINUSCA will continue to support the efforts of the elected Government to create an inclusive political process and to continue dialogue between elected authorities and politico-military groups, in particular towards the extension of State authority, the promotion of national unity and a long-term political resolution to inter-community conflict.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards an inclusive political process	**2.1.1 Increase in the number of community-based dialogues held throughout the country where citizens have the opportunity to articulate their grievances regarding the implementation by the elected Government of the recommendations of the Bangui Forum, the Republican pact for peace, national reconciliation and reconstruction in the Central African Republic and the political process (2014/15: not applicable; 2015/16: not applicable; 2016/17: 300)**
	2.1.2 An agreement on the modalities of an inclusive political dialogue with all main stakeholders, including the signatories to the Cessation of Hostilities Agreement, to address long-term peace and reconciliation (2015/16: not applicable; 2016/17: 1)
	2.1.3 Completion of the legislative framework for the holding of local elections through the adoption of the National Electoral Authority regulations and the relevant decree (2015/16: not applicable; 2016/17: 1)

Outputs

- **Organization and conduct of 12 workshops for local authorities and civil society, in particular women and youth organizations, to facilitate dialogue in 12 prefectures (300 participants) related to the extension of State authority, the role of civil society, good governance and social cohesion**
- **Development of 3 projects with civil society networks each involving an average of 6 prefectures across the country to address the extension of State authority, the role of civil society, good governance and social cohesion**
- **Regular meetings with members of Government, including Members of Parliament, and with political parties, including in the prefectures, to foster and support an active and constructive political dialogue**
- **Regular meetings with political actors associated with politico-military groups to promote their complete transformation into political movements and facilitate constructive engagement with elected authorities**
- **Regular weekly meetings of the international coordination mechanisms on support to the political process**
- **Monthly engagement and dialogue with women's groups, including in the prefectures, to foster and support women's active participation in political processes and public life**
- **Monthly meetings to support the follow-up committee established to implement the recommendations of the Bangui Forum**

- Regular monthly meetings with regional actors to exchange views and ensure coordination and promotion of dialogue among political parties, civil society leaders and national authorities in support of a consultative government reform process
- Regular weekly meetings to prepare and organize with national electoral authorities and all stakeholders the after-action review and lessons learned from the complex past elections (referendum, presidential and legislative)
- Regular weekly meetings that provide technical assistance to the national electoral authorities and the Government on review of the electoral code and the legal framework with a view to preparing the local elections
- Regular weekly meetings with national electoral authorities, the Government and other national stakeholders aimed at the inclusion of a gender perspective in the review of the electoral code and legal framework with a view to preparing the local elections and other national political processes
- Regular weekly meetings with national electoral authorities, the Government and national and international stakeholders, including UNDP and the Peacebuilding Support Office, on the operational preparation and planning of local elections, including procurement and distribution of electoral material in the 17 regions
- Monthly multimedia and public outreach activities that support national reconciliation, a constitutional culture and the promotion and understanding of the mandate of MINUSCA, using daily strategic communication, advocacy and social mobilization approaches, through radio (MINUSCA Guira FM), print, video and social media outlets, as well as community mobilization tools

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards reconciliation at the national and local levels	2.2.1 Increase in the number of conflict mitigation initiatives in key areas of intercommunal tension (2014/15: 6; 2015/16: 11; 2016/17: 24)

Outputs

- A national reconciliation strategy as well the organization of meetings in all 16 prefectures to provide political, technical and logistical support to the launch of an intercommunal and interreligious reconciliation process
- 12 workshops to strengthen the coordination and functioning of conflict mitigation and resolution initiatives and mechanisms
- Development of 24 regional enhancement projects with the United Nations country team and other partners to support and sustain local government and civil society initiatives that address underlying causes of conflict

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards the development of a national security policy and a security sector reform strategy	2.3.1 Increase in the number of policies and strategies developed and implemented for restructuring the defence and security forces and strengthening security sector governance institutions (2014/15: 2; 2015/16: 32; 2016/17: 5)

2.3.2 Increase in the number of pieces of legislation developed and adopted to define the missions and modalities of the defence and internal security forces and security governance institutions (2014/15: 1; 2015/16: 2; 2016/17: 3)

2.3.3 Increase in the number of security sector assessments and recommendations for reform (2014/15: not applicable; 2015/16: 2; 2016/17: 3)

2.3.4 Increase in the reorganized Central African Republic armed forces through the rehabilitation and equipping of military camps in Bangui and regions (2014/15: 2; 2015/16: 3; 2016/17: 5)

Outputs

- **Strategic and technical advice to national authorities on security sector governance and reform of defence and security forces, including in the articulation of a long-term national security vision and development of a national security policy and security sector reform strategy, through monthly participatory and inclusive political round tables, consultations and meetings**
- **Facilitation of coordination of international assistance to national authorities in the area of security sector reform through regular monthly meetings with national actors and international partners**
- **Facilitation of the adoption and approval of plans and proposals for common approaches on and principles of various aspects of security sector reform, by co-chairing regular monthly meetings of the strategic committee for disarmament, demobilization and reintegration and security sector reform, the technical committee for security sector reform and other coordination mechanisms**
- **Assessment of the security sector-related legislation, making a number of recommendations for revising the existing laws and regulations, including from a human rights, rule of law and gender perspective**
- **Facilitation of institutional and gap analyses, needs assessments and financial assessments of the security sector in partnership with the World Bank, the European Union, the African Union and other partners**
- **Development and application of vetting mechanisms for members of defence and security forces and other security institutions that are compliant with international standards of human rights and humanitarian law, including for sexual and gender-based violence**
- **1 project aimed at the rehabilitation and equipping of police stations and gendarmerie brigades in the prefectures, in cooperation with partners**
- **1 project for the rehabilitation of military camps in Bangui and regions as part of the efforts towards reconstitution and reorganization of the national army**

External factors

The security environment and the political will of elected national authorities as well as that of politico-military groups

Table 9

Human resources: component 2, support to the political process, reconciliation and elections

Civilian staff	International staff USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Political Affairs Division									
Approved posts 2015/16	–	2	12	14	3	31	3	22	56
Proposed posts 2016/17	–	2	12	14	3	31	3	22	56
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Section[c]									
Approved posts 2015/16	–	1	9	3	1	14	1	42	57
Proposed posts 2016/17	–	1	9	3	1	14	1	–	15
Net change	–	–	–	–	–	–	–	(42)	(42)
Approved temporary positions[b] 2015/16	–	–	4	23	1	28	2	–	30
Proposed temporary positions[b] 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(4)	(23)	(1)	(28)	(2)	–	(30)
Subtotal									
Approved 2015/16	–	1	13	26	2	42	3	42	87
Proposed 2016/17	–	1	9	3	1	14	1	–	15
Net change (see table 10)	–	–	(4)	(23)	(1)	(28)	(2)	(42)	(72)
Security Sector Reform Unit									
Approved posts 2015/16	–	–	3	1	–	4	2	1	7
Proposed posts 2016/17	–	1	3	1	–	5	2	1	8
Net change (see table 11)	–	1	–	–	–	1	–	–	1
Total									
Approved posts 2015/16	–	3	24	18	4	49	6	65	120
Proposed posts 2016/17	–	4	24	18	4	50	6	23	79
Net change	–	1	–	–	–	1	–	(42)	(41)
Approved temporary positions[b] 2015/16	–	–	4	23	1	28	2	–	30
Proposed temporary positions[b] 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(4)	(23)	(1)	(28)	(2)	–	(30)
Total									
Approved 2015/16	–	3	28	41	5	77	8	65	150
Proposed 2016/17	–	4	24	18	4	50	6	23	79
Net change	–	1	(4)	(23)	(1)	(27)	(2)	(42)	(71)

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

[c] Comprises 42 United Nations Volunteer positions.

International staff: net decrease of 27 posts/positions (including decrease of 28 temporary positions)

National staff: net decrease of 2 temporary positions

United Nations Volunteers: net decrease of 42 positions

Electoral Affairs Section

Table 10
Human resources: Electoral Affairs Section

	Change	*Level*	*Functional title*	*Post action*
Positions	-2	UNV	Logistics and Operations Officer	Abolishment
	-1	UNV	Reporting Officer	Abolishment
	-17	UNV	Logistics Adviser	Abolishment
	-17	UNV	Civic Education Adviser	Abolishment
	-1	UNV	Database Adviser	Abolishment
	-2	UNV	External Relations and Communication Adviser	Abolishment
	-2	UNV	Voter and Civil Education Adviser	Abolishment
Subtotal	-42			
Positions	-1	P-4	Logistics and Operations Officer	Abolishment
	-1	P-4	Gender Officer	Abolishment
	-1	P-4	Security Officer	Abolishment
	-1	P-4	Database Officer	Abolishment
	-1	P-3	Logistics and Operations Officer	Abolishment
	-1	P-3	Training Officer	Abolishment
	-1	P-3	Legal Officer	Abolishment
	-2	P-3	Field Coordinator	Abolishment
	-14	P-3	Regional Coordinator	Abolishment
	-1	P-3	Database Officer	Abolishment
	-1	P-3	Information Technology and Voter Registration Officer	Abolishment
	-2	P-3	External Relations and Communication Officer	Abolishment
	-1	FS	Administrative Assistant	Abolishment
	-2	NGS	Clerk	Abolishment
Subtotal	-30			
Net change	-72		(see table 9)	

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

57. **It is proposed that the 72 temporary and United Nations Volunteer positions presented in table 10, which were supporting the transitional authorities, the National Electoral Authority and relevant electoral stakeholders with the conduct of voter registration, the constitutional referendum and the legislative and presidential elections, be abolished on the basis of the assumption that the presidential and legislative elections will be completed during the current period. MINUSCA will**

continue its ongoing activities with regard to local electoral support with the remaining 15 posts in the Section.

Security Sector Reform Unit

Table 11

Human resources: Security Sector Reform Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	D-1	Head of Service, Security Sector Reform	Establishment	
Net change	+1		(see table 9)		

58. The approved staffing establishment of the Security Sector Reform Unit comprises seven posts (1 Chief of Security Sector Reform (P-5), 2 Security Sector Reform Coordination Officer (1 P-4 and 1 United Nations Volunteer), 3 Security Sector Reform Officer (1 P-4, 1 P-3 and 1 National Professional Officer), and 1 Administrative Assistant (national General Service)). As an elected Government assumes office in the Central African Republic and the Mission enters its stabilization phase, the work of the Security Sector Reform Unit will become increasingly central to the role of the Mission and to its efforts to achieve its three strategic objectives. A newly elected Government is expected to prioritize institutional reforms, starting with security sector reform, contributing to stabilization, reconciliation and development and reinforcement of State authority. MINUSCA will support the elected Government to reinstate the State authorities and the rule of law through the long-term reform of the security sector; in particular, it will advise and provide strategic guidance on security sector reform and support the implementation of the security sector reform strategy and workplans. MINUSCA will maintain the leading role in the coordination of international and national security sector reform and be required to provide higher-level strategic guidance to all the stakeholders involved, substantially increasing the demands placed on the Unit.

59. The Unit will now be responsible for supporting the Central African authorities in the development and implementation of the security sector reform strategy, supporting the essential tasks outlined in paragraph 33 (b) of Security Council resolution 2217 (2015) as well as more generally assisting the Central African authorities in their efforts to protect human rights and establish rule of law.

60. In the context described above, it is proposed that the new post presented in table 11 be established to represent at the requisite level the security sector reform process in the Senior Management Group and with senior officials of the Ministry of Defence and the elected authority in charge of the armed forces, the diplomatic corps, senior officers of the French forces (Sangaris) and the European Union military advisory mission in the Central African Republic, to ensure the effectiveness of the programme. Accordingly, it is proposed that the Unit be renamed Service in line with the structural naming convention of the Organization.

Component 3: restoration and extension of State authority

61. Following successful presidential and national elections in the Central African Republic, the Mission will intensify its efforts to address the structural and governance deficiencies that continue to exist in the country. As both the security

and the political situation improve, the Mission will continue to engage the United Nations country team and other partners to strengthen territorial administration across the country by providing support to the prefects and sub-prefects, the police and gendarmerie as well as the judicial and corrections institutions, within the framework of the United Nations global focal point arrangements; this will allow for an enhancement of the capacity of State institutions and administrative structures to enable them to perform core government functions effectively. The Mission, in coordination with the United Nations country team, particularly UNDP, will enhance its ability to coordinate its support to the Government in its effort towards restoration of State authority and stability. MINUSCA will continue to support the deployment of civil administration and local governance through capacity-building of a professional and accountable territorial administration to achieve improved delivery of administrative and social services. In order to fulfil its mandate, the Mission will continue to contribute to the restoration of the rule of law in all areas of the country, to the fight against impunity and to the sustainability of law and order, through the rehabilitation of related infrastructure (courts and prisons) as well as the reinstatement of qualified and competent judicial and prison actors.

62. In implementing its mandate to bring to justice perpetrators of violations of international humanitarian and human rights law, MINUSCA will continue to assist the elected authorities to strengthen justice institutions and to support national accountability mechanisms, including the Special Criminal Court. In areas where national security forces or judicial authorities are not present or operational, MINUSCA will implement a range of urgent temporary measures to maintain basic law and order and fight impunity. The Mission will advance the work of the Court, together with UNDP, as envisaged by the Security Council, through its substantive activities to help build the capacities of the national judicial police, investigators, prosecutors, magistrates and others working for the Court.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the re-establishment of the rule of law in the Central African Republic	**3.1.1 Increase in the number of courts reopened (2014/15: 7; 2015/16: 15; 2016/17: 20)**
	3.1.2 Increase in the number of prisons reopened in regions outside Bangui (2014/15: 2; 2015/16: 3; 2016/17: 7)

Outputs

- **Technical advice, through weekly meetings with relevant ministerial counterparts and prison authorities, to enhance performance of the prison authorities and personnel in line with international human rights standards**
- **21 capacity-building training workshops for national prison personnel throughout the country**
- **Rehabilitation, construction and equipping of 15 courts and tribunals in the prefectures**
- **Monthly meetings with relevant national authorities with respect to the coordination and planning of the physical deployment of the actors of the criminal justice system and rule of law in the prefectures**
- **Preparation of applications/support documents and conducting of quarterly meetings for the rehabilitation and/or construction of prison facilities that will eventually allow for more arrested offenders to be incarcerated safely and humanely, including the separation of male and female detainees**

- **Provision of advice and technical assistance, through weekly meetings as well as 5 two-day workshops, for 20 national magistrates handling criminal cases to enable them to conduct impartial and effective investigations of crimes in accordance with international standards**
- **Weekly meetings with the Ministry of Justice on the finalization of a strategic justice plan that will include the gradual redeployment of justice officials throughout the country and provision for the protection of victims and witnesses and support services, and protection for members of the judiciary**
- **Conducting 3 two-day training sessions for 100 magistrates to be redeployed to the regions on criminal procedures and court administration and 1 two-day training session for 50 magistrates and 10 police officers on effective techniques for the investigation of cases of sexual and gender-based violence**
- **Provision of logistical support to the Ministry of Justice for the organization of 3 criminal court sessions, one in each court of appeal (Bangui, Bouar, Bambari)**
- **Provision of logistical support to the Ministry of Justice to transport by United Nations flights 5 court personnel for 2 mobile court sessions**
- **Provision of 1 two-day seminar for 50 participants from the bar association and the Ministry of Justice and legal aid providers on the legislation and procedures needed for the establishment of effective legal assistance for indigent persons**
- **Organization of weekly and monthly multimedia, advocacy and outreach activities to promote the rule of law and access to justice through print and broadcast outlets, workshops and community mobilization activities**
- **Regular monthly visits to detention centres to monitor conditions of detention and conduct follow-up advocacy with authorities**

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the re-establishment of governmental institutions and the extension of State authority in the Central African Republic	**3.2.1 Increase in the number of local authorities and civil servants deployed and effectively trained (2014/15: not applicable; 2015/16: 275; 2016/17: 550)**
	3.2.2 Increase in the number of national police, gendarmerie, judicial, prison and other officials deployed and effectively trained in the protection of civilians (2014/15: not applicable; 2015/16: 100; 2016/17: 250)

Outputs

- **Regular monthly meetings with national authorities to support the development of a strategic vision for the restoration and extension of State authority**
- **A framework agreed by the elected Government for regular consultations, including the international donor community, stakeholders and partners, on the implementation of an agreed road map for the restoration and extension of State authority for the Central African Republic and on policy-making**
- **Preparation of local community debates in advance of local elections**
- **Regular interaction with local political actors, including civil society, to foster political engagement in support of decentralization**

- **12 capacity-building workshops, in coordination with the European Union and the United Nations country team, for 300 prefects, sub-prefects, mayors and civil servants, on public administration/core government competencies and local governance, and planning and budgeting of local stabilization and reconstruction projects**
- **Rehabilitation and/or construction of 12 civilian administration structures across the country**
- **Weekly support to national authorities in managing weapons and ammunition to ensure the safe and effective management, storage and security of their stockpiles, including monthly meetings with senior local authorities to provide advice and monitor weapons and ammunition management practices within the wider security sector reform framework**

External factors

The security environment and the timely deployment of necessary human resources as well as cooperation from national and provincial authorities

Table 12
Human resources: component 3, restoration and extension of State authority

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Justice and Corrections Section									
Approved posts 2015/16	–	1	16	20	1	**38**	22	9	**69**
Proposed posts 2016/17	–	1	16	20	1	**38**	22	9	**69**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2015/16	–	1	6	8	2	**17**	63	8	**88**
Proposed posts 2016/17	–	1	6	8	2	**17**	63	8	**88**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2015/16	–	2	22	28	3	**55**	85	17	**157**
Proposed posts 2016/17	–	2	22	28	3	**55**	85	17	**157**
Net change	–	–	–	–	–	–	–	–	–

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

Component 4: support

63. The support component of the Mission will provide effective and efficient logistical, administrative and security services in support of the implementation of the mandate of the Mission, through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. These services include personnel administration, the establishment and maintenance of office and accommodation facilities, communications and information technology,

air and surface transport operations, medical services, property management, conference and camp services and supply and resupply operations.

64. Senior leadership for Mission support would provide strategic direction and policy guidance to and liaise with the Government, United Nations Headquarters and other peacekeeping operations. Mission support would be deployed to provide all essential field-based functions as close as possible to clients in order to reduce response times and achieve both cost-effectiveness and economies of scale at various points in the overall delivery of services.

65. The support structure of the Mission comprises the Director of Mission Support, the Deputy Director of Mission Support, the Services Delivery Service, the Supply Chain Management Service and the Geospatial, Information and Telecommunications Technologies Section.

66. The proposed reorganization of the Mission Support Division will align the structure of the Mission with comparable missions with a view to improving the efficiency and effectiveness of the support functions. A summary of the structural reorganization, comprising the transfer, merging and splitting of organizational units, is outlined in the section on staffing changes in the supplementary information to the present report.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical and administrative support for the Mission	4.1.1 Increase in the establishment of an integrated Mission headquarters, field offices, airfields and/or accommodation facilities (2014/15: 46; 2015/16: 61; 2016/17: 75)
	4.1.2 Increase in the deployment of the projected civilian personnel by 30 June 2017

Outputs

Service improvements

- Implementation of satellite technology which will provide low latency communications to improve voice quality and provide high definition video and improve Internet speed
- Improved banking facilities and additional ATM machines on the premises of the Mission

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 169 military observers, 10,581 military contingent personnel, including 311 staff officers, 400 United Nations police officers and 1,680 formed police personnel, and administration of up to 1,728 civilian staff, comprising 790 international staff, 699 national staff and 239 United Nations Volunteers and 40 Government-provided personnel
- 332 periodic reports on the verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military contingent and formed police personnel
- Supply and storage of 12,196 tons of rations, 170,100 packs of combat rations and 929,500 litres of bottled water for military contingent and formed police personnel at all mission locations

- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action, and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Establishment of prefabricated camps for civilian and uniformed personnel at three sector headquarters (Bouar, Kaga Bandoro and Bria) and 8 subsector offices; 8 warehouses at the logistics base at Bangui M'poko airport; 2 waste management yards in Bangui and 1 sector headquarters; and 17 water boreholes at military camp locations in Sectors West, Centre and East
- Repair of main and secondary supply routes at 3 sectors (525 km) and rehabilitation of 4 bridges in Sector West, 7 in Sector Centre and 5 in Sector East
- Repair and regular maintenance of 5 unpaved airfields in Bouar, Kaga Bandoro, Bria, Bossangoa and Bambari
- Installation of five 100-man prefabricated kitchens in Bossangoa, Bangassou, Paoua, Birao and Obo
- Construction of septic systems and associated water supplies at 20 locations
- Completion of minimum operating security standards-compliant works at 5 premises in Bangui and 3 sector headquarters
- Operation and maintenance of 40 water treatment plants, 30 wastewater treatment plants, 2,360 air-conditioning units and 320 generators at the 3 sector headquarters, 7 subsector offices and 5 premises in Bangui
- Rehabilitation of 7 buildings at the M'poko camp in Bangui for air, movement control and transport operations
- Supply of 8.4 million litres of petrol, oil and lubricants for generators

Ground transportation

- Operation and maintenance of 906 United Nations-owned vehicles, including armoured vehicles, in 7 workshops at 3 sector headquarters and other field offices
- Operation of a daily shuttle service 7 days a week for an average of 400 United Nations personnel per day between their residential accommodation and the Mission locations
- Supply of 4.4 million litres of petrol, oil and lubricants for ground transportation, including 3.3 million litres for contingent-owned vehicles

Air transportation

- Operation and maintenance of 3 fixed-wing and 12 rotary-wing aircraft
- Storage and supply of 11.8 million litres of petrol, oil and lubricants for air operations

Communications

- Support and maintenance of a satellite network for voice, fax, video and data communications, consisting of a hub station in Bangui, 1,974 call management systems/accessories, 725 network equipment, 37 phone and videoconference equipment and 447 power supplies
- Support and maintenance of 3,789 mobile, base station and handheld radios

- Support and maintenance of 16 FM radio broadcast stations throughout the Central African Republic and a radio production facility in Bangui

Information technology

- Support and maintenance for 3,070 desktop/laptop computers, 589 printers and 77 servers
- Support and maintenance of 162 local area and wide area networks for approximately 2,520 users at 46 locations in the area of operations of the Mission

Medical

- Operation and maintenance of 1 United Nations level I clinic and 1 United Nations level II hospital in Bangui and of 5 United Nations emergency and first aid stations for Bangui, and an additional 5 United Nations emergency and first aid stations for Bambari, Bossangoa, Bangassou, Berberati and Ndele
- Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations, including to level III and level IV hospitals outside the Central African Republic
- HIV sensitization programme, including peer education and confidential counselling and testing services for all mission personnel

Integrated Mission Training Centre

- Training of approximately 3,647 personnel through internal and external courses
- Delivery of integrated training materials for 3 two-day training sessions for Women's Protection Advisers and conflict-related sexual violence focal points in military, police and civilian components on mainstreaming conflict-related sexual violence concerns throughout the work of Mission components

Security

- Provision of 24-hour close protection to senior Mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new Mission staff

External factors

Security conditions would permit the uninterrupted movement of staff and the deployment of operational resources; goods and services will be delivered as contracted

Table 13
Human resources: component 4, support

Category	*Total*
I. Military personnel	
Approved 2015/16	44
Proposed 2016/17	44
Net change	–

	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2015/16	–	–	2	2	1	5	1	–	6
Proposed posts 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(2)	(2)	(1)	(5)	(1)	–	(6)
Approved temporary positions[b] 2015/16	–	–	–	1	–	1	1	–	2
Proposed temporary positions[b] 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	–	(1)	(1)	–	(2)
Subtotal									
Approved posts 2015/16	–	–	2	3	1	6	2	–	8
Proposed posts 2016/17	–	–	–	–	–	–	–	–	–
Net change	–	–	(2)	(3)	(1)	(6)	(2)	–	(8)
Security Section									
Approved posts 2015/16	–	–	2	15	97	114	126	4	244
Proposed posts 2016/17	–	–	2	15	97	114	126	4	244
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director									
Approved posts 2015/16	–	1	2	2	6	11	7	–	18
Proposed posts 2016/17	–	1	7	5	26	39	23	2	64
Net change	–	–	5	3	20	28	16	2	46
Approved temporary positions[b] 2015/16	–	–	–	–	2	2	–	–	2
Proposed temporary positions[b] 2016/17	–	–	–	–	4	4	–	–	4
Net change	–	–	–	–	2	2	–	–	2
Subtotal									
Approved 2015/16	–	1	2	2	8	13	7	–	20
Proposed 2016/17	–	1	7	5	30	43	23	2	68
Net change	–	–	5	3	22	30	16	2	48

Office of the Deputy Director									
Approved posts 2015/16	–	1	9	6	35	**51**	107	11	**169**
Proposed posts 2016/17	–	1	9	11	24	**45**	103	18	**166**
Net change	**–**	**–**	**–**	**5**	**(11)**	**(6)**	**(4)**	**7**	**(3)**
Approved temporary positions[b] 2015/16	–	–	–	–	10	**10**	–	–	**10**
Proposed temporary positions[b] 2016/17	–	–	1	1	8	**10**	–	–	**10**
Net change	**–**	**–**	**1**	**1**	**(2)**	**–**	**–**	**–**	**–**
Subtotal									
Approved 2015/16	–	1	9	6	45	**61**	107	11	**179**
Proposed 2016/17	–	1	10	12	32	**55**	103	18	**176**
Net change	**–**	**–**	**1**	**6**	**(13)**	**(6)**	**(4)**	**7**	**(3)**
Services Delivery Service									
Approved posts 2015/16	–	1	15	21	106	**143**	125	20	**288**
Proposed posts 2016/17	–	1	11	14	62	**88**	82	60	**230**
Net change	**–**	**–**	**(4)**	**(7)**	**(44)**	**(55)**	**(43)**	**40**	**(58)**
Approved temporary positions[b] 2015/16	–	–	1	3	10	**14**	–	–	**14**
Proposed temporary positions[b] 2016/17	–	–	–	1	14	**15**	8	–	**23**
Net change	**–**	**–**	**(1)**	**(2)**	**4**	**1**	**8**	**–**	**9**
Subtotal									
Approved 2015/16	–	1	16	24	116	**157**	125	20	**302**
Proposed 2016/17	–	1	11	15	76	**103**	90	60	**253**
Net change	**–**	**–**	**(5)**	**(9)**	**(40)**	**(54)**	**(35)**	**40**	**(49)**
Supply Chain Management Service									
Approved posts 2015/16	–	1	8	8	33	**50**	21	1	**72**
Proposed posts 2016/17	–	1	10	12	79	**102**	88	36	**226**
Net change	**–**	**–**	**2**	**4**	**46**	**52**	**67**	**35**	**154**
Approved temporary positions[b] 2015/16	–	–	–	1	13	**14**	–	–	**14**
Proposed temporary positions[b] 2016/17	–	–	–	3	15	**18**	–	–	**18**
Net change	**–**	**–**	**–**	**2**	**2**	**4**	**–**	**–**	**4**
Subtotal									
Approved 2015/16	–	1	8	9	46	**64**	21	1	**86**
Proposed 2016/17	–	1	10	15	94	**120**	88	36	**244**
Net change	**–**	**–**	**2**	**6**	**48**	**56**	**67**	**35**	**158**

Geospatial, Information and Telecommunications Technologies Section									
Approved posts 2015/16	–	–	3	3	43	49	24	–	73
Proposed posts 2016/17	–	–	3	3	43	49	24	–	73
Net change	–	–	–	–	–	–	–	–	–
Support Services — Entebbe MONUSCO logistics base and Regional Procurement Office									
Approved 2015/16	–	–	–	2	6	8	10	–	18
Proposed 2016/17	–	–	–	2	6	8	10	–	18
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2015/16	–	–	–	–	–	–	1	–	1
Proposed temporary positions[b] 2016/17	–	–	–	–	–	–	1	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2015/16	–	–	–	2	6	8	11	–	19
Proposed 2016/17	–	–	–	2	6	8	11	–	19
Net change	–	–	–	–	–	–	–	–	–
Civilian staff									
Approved posts 2015/16	–	4	41	59	327	431	421	36	888
Proposed posts 2016/17	–	4	42	62	337	445	456	120	1 021
Net change	–	–	1	3	10	14	35	84	133
Approved temporary positions[b] 2015/16	–	–	1	5	35	41	2	–	43
Proposed temporary positions[b] 2016/17	–	–	1	5	41	47	9	–	56
Net change	–	–	–	–	6	6	7	–	13
Total, civilian staff									
Approved 2015/16		4	42	64	362	472	423	36	931
Proposed 2016/17	–	4	43	67	378	492	465	120	1 077
Net change	–	–	1	3	16	20	42	84	146
Total (I and II)									
Approved 2015/16	–	4	42	64	362	472	423	36	975
Proposed 2016/17	–	4	43	67	378	492	465	120	1 121
Net change	–	–	1	3	16	20	42	84	146

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: net increase of 20 posts/positions (including 6 temporary positions)

National staff: net increase of 42 posts/positions (including 7 temporary positions)

United Nations Volunteers: net increase of 84 positions

Conduct and Discipline Team

67. The proposed transfer of the Conduct and Discipline Team (eight approved posts and positions) to the executive direction and management of the Mission is set out in table 5 and described in paragraphs 44 to 46.

Mission Support Division

Office of the Director of Mission Support

Table 14
Human resources: Claims and Board of Inquiry Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-2	NPO	Claims Officers	Redeployment	To Claims and Board of Inquiry Unit, Office of the Deputy Director of Mission Support
	-2	FS	Claims Assistant	Redeployment	
	-1	NPO	Claims Assistant	Redeployment	
Subtotal	**-5**				
Positions	-1	FS	Claims Assistant	Redeployment	
Subtotal	**-1**				
Net change	**-6**				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

68. It is proposed that the Claims and Board of Inquiry Unit presented in table 14 be transferred to the Office of the Deputy Director of Mission Support from the Office of the Director of Mission Support. The number of cases has increased during the 2015 period, with 22 cases pending review before the Local Claims Review Board. The caseload is expected to increase owing to the full deployment of uniformed personnel; more deployment of civilian staff; more vehicles on the road and poor road conditions in the country and in particular in the sectors; poor security in some of the sectors and the high risk of looting, robbery and theft; and the volatile security situation, which can prompt a security crisis and evacuation at any time. Many of the cases currently pending before the Board are the result of the crisis in September and October 2015 when the residences of many Mission personnel were looted after the personnel were evacuated to secure locations. The transfer of the Unit would improve the balance of the workload between the two offices, given the transfer of the Finance and Budget Section and the Human Resources Management Section from the Office of the Deputy Director of Mission Support to the Office of the Director of Mission Support.

Office of the Director of Mission Support

Table 15
Human resources: Finance and Budget Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Cashier	Establishment	
	+1	FS	Finance and Budget Assistant	Conversion	
	+1	P-5	Chief of Budget and Finance	Redeployment	From Office of the Deputy Director of Mission Support
	+1	P-4	Finance and Budget Officer	Redeployment	
	+2	NPO	Finance and Budget Officer	Redeployment	
	+11	FS	Finance and Budget Assistant	Redeployment	
	+4	NGS	Finance and Budget Assistant	Redeployment	
	+1	NGS	Administrative Assistant	Redeployment	
	+1	NGS	Archive Assistant	Redeployment	
Subtotal	+23				
Positions	+1	FS	Finance and Budget Assistant	Redeployment	
	-1	FS	Finance and Budget Assistant	Conversion	
Subtotal	–				
Net change	+23				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

69. The approved staffing establishment of the Finance and Budget Section comprises 22 posts and temporary positions (1 Chief Budget and Finance Officer (P-5), 5 Finance and Budget Officer (1 P-4, 2 Field Service and 2 National Professional Officer), 13 Finance and Budget Assistant (9 Field Service and 4 national General Service), 1 Administrative Assistant (national General Service), 1 Archive Assistant (national General Service) and 1 temporary position of Finance and Budget Assistant (Field Service)). During the current period, the Mission continues to establish and expand into new sectors, including integrated offices in Bambari, Boussangoa and Berberati, with the expectation that these sector offices will reach full planned strength leading up to and throughout the 2016/17 period. In order to adequately support the operation at these locations, and in particular in the absence of banking facilities, the Finance and Budget Section will operate regional imprest accounts at these locations. By providing on-site financial support in the targeted sectors, delays in procuring emergency supplies and services, which exacerbate the situation on the ground where the infrastructure is poor, the market is extremely limited and local banking facilities are absent, will be minimized.

70. In the light of the above, it is proposed that one new post, presented in table 15, be established of Cashier to oversee the regional imprest custodians for the three sector headquarters in Bouar, Kaga Bandoro and Bria. Furthermore, it is proposed that, in view of the long-term nature of the function, the current temporary position presented in table 15 be converted to a post; this represents one of the three current regional Finance and Budget Assistants in the Section.

71. It is proposed that the Finance and Budget Section be transferred to the Office of the Director of Mission Support from the Office of the Deputy Director of Mission Support, given that transactional responsibility in MINUSCA has been transferred to the Regional Service Centre in Entebbe, leaving these functions with a more strategic role and making them well suited to reporting directly to the Director of Mission Support.

Office of the Director of Mission Support

Table 16
Human resources: Human Resources Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	NPO	Human Resources Officer	Establishment	
	+1	P-5	Chief Human Resources Officer	Redeployment	From Office of the Deputy Director of Mission Support
	+2	P-4	Human Resources Officer	Redeployment	
	+1	P-3	Human Resources Officer	Redeployment	
	+1	NPO	Human Resources Officer	Redeployment	
	+8	FS	Human Resources Assistant	Redeployment	
	+8	NGS	Human Resources Assistant	Redeployment	
Subtotal	**+22**				
Positions	+2	FS	Human Resources Assistant	Redeployment	
Subtotal	**+2**				
Net change	**+24**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

72. The approved staffing establishment of the Human Resources Management Section comprises 23 posts and temporary positions (1 Chief Human Resources Officer (P-5), 6 Human Resources Officer (2 P-4, 1 P-3, 2 Field Service and 1 National Professional Officer), 14 Human Resources Assistant (6 Field Service and 8 national General Service) and 2 temporary positions of Human Resources Assistant (Field Service)). While the recruitment campaigns conducted during the last quarter of 2014 and the first half of 2015 yielded a low vacancy rate in international posts, additional efforts need to be made for the recruitment of national posts as the Mission shifts to sustaining ongoing operational needs. In line with the human resources strategy of building local capacity and empowering national staff to gradually take over professional-level responsibilities while ensuring continuity in human resources management, the Mission is pursuing efforts to reduce the vacancy rate of national posts. However, given the difficulties in finding suitable candidates, in particular females, it is anticipated that in 2016/17 the vacancy rate of national posts will still be higher than the rate of international posts.

73. In the light of the above, it is proposed that one new post presented in table 16 be established to oversee, coordinate, monitor and report on the activities of the national staff recruitment cell, ensuring compliance with established rules, regulations, policies and standards applicable to the recruitment and retention of

qualified and suitable national staff. In addition, this function will bring in-depth understanding of the local context, which is critical in the continuing efforts to improve gender balance.

74. It is proposed that the Human Resources Management Section, presented in table 16, be transferred to the Office of the Director of Mission Support from the Office of the Deputy Director of Mission Support, given that transactional responsibility in MINUSCA has been transferred to the Regional Service Centre in Entebbe, leaving these functions with a more strategic role and making them well suited to reporting directly to the Director of Mission Support.

Office of the Director of Mission Support

Table 17
Human resources: Staff and Welfare Counselling Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+2	P-3	Staff Counsellor	Redeployment	From Office of the Deputy Director of Mission Support
	+1	FS	Assistant Staff Counsellor	Redeployment	
	+1	NGS	Administrative Assistant	Redeployment	
Subtotal	**+4**				
Positions	+1	FS	Staff and Welfare Assistant	Redeployment	
Subtotal	**+1**				
Net change	**+5**				

Abbreviations: FS, Field Service; NGS, national General Service.

75. It is proposed that the Staff and Welfare Counselling Unit, presented in table 17, be transferred to the Office of the Director of Mission Support from the Office of the Deputy Director of Mission Support, to align the staffing structure of MINUSCA with other missions with a view to improving the efficiency and effectiveness of the support functions.

Office of the Director of Mission Support

Table 18
Human resources: United Nations Volunteers Support Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Positions	+2	UNV	Support Officer	Redeployment	From Office of the Deputy Director of Mission Support
Net change	**+2**				

Abbreviation: UNV, United Nations Volunteer.

76. It is proposed that the United Nations Volunteers Support Office, presented in table 18, be transferred to the Office of the Director of Mission Support from the Office of the Deputy Director of Mission Support, to align the staffing structure of

MINUSCA with other missions with a view to improving the efficiency and effectiveness of the support functions.

Office of the Deputy Director of Mission Support

Table 19
Human resources: Occupational Health, Safety and Environment Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-3	Health and Safety Officer	Establishment	
	+1	NPO	Associate Environmental Affairs Officer	Establishment	
	+2	NGS	Health and Safety Assistant	Establishment	
Net change	+4				

Abbreviations: NGS, national General Service; NPO, National Professional Officer.

77. The approved staffing establishment of the Occupational Health, Safety and Environment Unit comprises two posts (1 Environmental Officer (P-4) and 1 Environmental Assistant (Field Service)). The Unit is responsible for mainstreaming and building the capacity of staff in MINUSCA and local communities on sustainable environmental management practices and the responsibility of safeguarding of natural resources in the sectors and at 45 sites. Training will be conducted for the Mission and national institutions, including the police and gendarmerie, at the national and sector levels and the Unit will advocate for the issues with national partners, including local and administrative authorities, NGOs and civil society. In its report (69/839/Add.12), the Advisory Committee on Administrative and Budgetary Questions noted the environmental measures being undertaken by MINUSCA and encouraged the Mission to continue to enhance the activities in that regard. During the 2016/17 period, MINUSCA intends to further expand its efforts by establishing waste disposal and treatment facilities at all Mission locations. This will require periodic inspection to ensure that the relevant projects are implemented, on track and in compliance with the relevant directives of the United Nations. Additional national posts are also sought to provide training and education on sustainable environmental practices. Their roles will be instrumental in raising awareness at the community level and mobilizing local authorities and civil societies.

78. In the light of the above, it is proposed that the four new posts presented in table 19 be established to ensure that the Mission is compliant with the environmental policy of the Organization for field missions, which provides specific directions to missions to establish environmental objectives, as well as with the Secretary-General's guidance on the environment.

Office of the Deputy Director of Mission Support, Staff and Welfare Counselling Unit

79. The proposed transfer of the Staff and Welfare Counselling Unit (five approved posts and positions) to the Office of the Director of Mission Support is set out in table 17.

Office of the Deputy Director of Mission Support, United Nations Volunteers Support Office

80. The proposed transfer of the United Nations Volunteers Support Office (two approved posts) to the Office of the Director of Mission Support is set out in table 18.

Office of the Deputy Director of Mission Support

Table 20

Human resources: Claims and Board of Inquiry Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Posts	+1	P-4	Board of Inquiry Officer	Establishment	
	+1	P-3	Claims Officer	Establishment	
	+2	FS	Board of Inquiry Assistant	Establishment	
Subtotal	+4				
					Redeployments
	+2	NPO	Claims Officer	Redeployment	From Claims and Board of Inquiry Unit, Office of the Director of Mission Support
	+2	FS	Claims Assistant	Redeployment	
	+1	NPO	Claims Assistant	Redeployment	
Subtotal	+5				
Positions	+1	FS	Claims Assistant	Redeployment	
Subtotal	+1				
Net change	+10				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

81. The approved staffing establishment of the Claims and Board of Inquiry Unit comprises six posts and temporary positions (2 Claims Officer (2 National Professional Officer), 3 Claims Assistant (2 Field Service and 1 National Professional Officer) and 1 temporary position of Claims Assistant (Field Service)).

82. On the basis of the increase in caseload anticipated for the 2016/17 period and other factors described in paragraph 68, it is proposed that the four new posts presented in table 20 be established and the Unit split into two separate units: the Claims Unit and the Board of Inquiry Unit.

83. The proposed transfer of the Claims and Board of Inquiry Unit is set out in table 14 and described in paragraph 68.

Office of the Deputy Director of Mission Support, Finance and Budget Section

84. The proposed transfer of the Finance and Budget Section (22 approved posts and positions) to the Office of the Director of Mission Support is set out in table 15.

Office of the Deputy Director of Mission Support, Human Resources Management Section

85. The proposed transfer of the Human Resources Management Section (23 approved posts and positions) to the Office of the Director of Mission Support is set out in table 16.

Office of the Deputy Director of Mission Support

Table 21
Human resources: Conference/Camp Management Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	FS	Chief of Camp Management	Redeployment	To Camp Management Unit, Facilities and Engineering Management Section, Services Delivery Service
	-2	FS	Camp Management Assistant	Redeployment	
	-1	UNV	Camp Management Assistant	Redeployment	
Net change	-4				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

86. It is proposed that the Camp Management Unit, presented in table 21, be transferred from the Conference/Camp Management Unit of the Office of the Deputy Director of Mission Support to the Facilities and Engineering/Management Section of the Services Delivery Service, to better reflect the nature of the work and provide for an alignment of camp management and facilities management efforts towards ensuring an appropriate standard of accommodation and the requisite functional workspace required by all components of the Mission. It will also enable the Deputy Director of Mission Support to focus more on the overall coordination of cross-cutting issues. Furthermore, it is proposed to change the name of the conference services functions remaining in the Office of the Deputy Director of Mission Support to the Conference and Translation Unit to better reflect the core translation work of the unit.

Office of the Deputy Director of Mission Support

Table 22
Human resources: Integrated Mission Training Cell

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Posts	+1	NPO	Training Officer	Establishment	
	+1	NGS	Training Assistant	Establishment	
	+1	UNV	Training Officer	Establishment	
Subtotal	+3				
					Redeployments
	+1	P-4	Chief of Training Cell	Redeployment	From Integrated Mission Training Cell, Office of the Chief of Staff, executive direction and management
	+2	P-3	Training Officer	Redeployment	
	+1	FS	Training Officer	Redeployment	
	+1	UNV	Training Officer	Redeployment	
	+1	NGS	Administrative Assistant	Redeployment	
Subtotal	+6				
Net change	+9				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

87. The approved staffing establishment of the Integrated Mission Training Cell comprises six posts (1 Chief (P-4), 4 Training Officer (2 P-3, 1 Field Service and 1 United Nations Volunteer) and 1 Administrative Assistant (national General Service)). MINUSCA recently established a training cell in the field office in Kaga Bandoro which aims to extend training services, including coordinating the delivery of mandatory programmes, to staff located in the sectors. Mandatory programmes cover areas such as protection of civilians and conflict-related sexual violence. The Cell is expected to launch the national staff capacity-building programme and establish the necessary partnerships with local partners to execute the programme in the sectors and to extend other programmes delivered at headquarters, such as the language programme, to the field. The planned decrease in the dependency of the sectors on the headquarters training programmes would subsequently reduce the cost of travel and increase the participation of sector staff in mandated or capacity-building activities, resulting in an efficiency gain.

88. In the light of the above, it is proposed that the three new posts presented in table 22 be established to provide a range of training services to the military, police and civilian personnel of the Mission in the field.

89. The proposed transfer of the Integrated Mission Training Cell is described in paragraph 43.

Office of the Deputy Director of Mission Support

Table 23

Human resources: Mission Sector Support Offices

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-3	P-4	Regional Support Officer	Redeployment	To Mission Support Centre
	-6	FS	Administrative Assistant	Redeployment	
	-4	UNV	Logistics Assistant	Redeployment	
	-2	UNV	Administrative Assistant	Redeployment	
	-1	P-3	Environmental Officer	Reassignment	To Procurement Section, Supply Chain Management Service, as Procurement Officer
	-1	FS	Administrative Assistant	Reassignment	To Procurement Section, Supply Chain Management Service, as Procurement Assistant
Subtotal	**-17**				
Positions	-6	FS	Regional Support Assistant	Redeployment	To Mission Support Centre
Subtotal	**-6**				
Net change	**-23**				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

90. It is proposed that the Mission Sector Support Offices, presented in table 23, be subsumed by the Mission Support Centre and the Mission Support Centre, presented in table 24, be transferred to the Office of the Deputy Director of Mission Support from the Services Delivery Service. Both the Mission Sector Support Offices and the Mission Support Centre provide support to the regional and sector offices, with one focusing on administrative support and the other on logistical support. The amalgamation of the two offices under the supervision of the Deputy Director of Mission Support will streamline the support structure, optimize response times and help to improve the effectiveness of sector support by eliminating duplication of collection and processing of information concerning logistics and administrative needs at the regional/sector headquarters and their respective outstations. The merger will also assist in ensuring one single entry point through which the needs of the regional/sector headquarters and their respective outstations are processed. It will further ensure follow-up and monitoring of the effectiveness of solutions for different situations and in respect of customer needs and location-specific challenges.

91. It is proposed that two posts, as presented in table 23, be reassigned from the Mission Sector Support Offices and one post, as presented in table 24, be reassigned from the Mission Support Centre to the Procurement Section of the Supply Chain Management Service to ensure oversight and appropriate controls over leased premises and other property that is provided in support of MINUSCA, the timely renewal of "right to use" agreements between the Government of the Central African Republic and MINUSCA and the timely extension of lease arrangements between MINUSCA and individual property owners, consistent with the objectives presented in paragraph 24.

Office of the Deputy Director of Mission Support

Table 24
Human resources: Mission Support Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Logistics Officer	Abolishment	
	-1	FS	Logistics Assistant	Abolishment	
Subtotal	-2				
Posts	-1	NGS	Logistics Assistant	Reassignment	To Procurement Section, Supply Chain Management Service, as Procurement Assistant
	+1	P-5	Chief of Mission Support Centre	Redeployment	From Mission Support Centre, Services Delivery Service
	+2	P-4	Logistics Officer	Redeployment	
	+6	P-3	Logistics Officer	Redeployment	
	+1	NGS	Logistics Officer	Redeployment	
	+6	FS	Logistics Assistant	Redeployment	
	+5	NGS	Logistics Assistant	Redeployment	
	+8	UNV	Logistics Assistant	Redeployment	
	+2	FS	Regional Support Officer	Redeployment	
	+1	FS	Administrative Assistant	Redeployment	
Positions	+1	P-4	Logistics Officer	Redeployment	
	+1	P-3	Logistics Officer	Redeployment	
	+1	FS	Logistics Assistant	Redeployment	
Subtotal	+34				
Posts	+3	P-4	Regional Support Officer	Redeployment	From Mission Sector Support Offices
	+6	FS	Administrative Assistant	Redeployment	
	+4	UNV	Logistics Assistant	Redeployment	
	+2	UNV	Administrative Assistant	Redeployment	
Positions	+6	FS	Regional Support Assistant	Redeployment	
Subtotal	+21				
Net change	+53				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

92. The proposed transfer of the Mission Support Centre and subsuming of the Mission Sector Support Offices is set out in table 24 and are described in paragraph 90.

93. In addition to the restructuring of the Mission Support Centre and Mission Sector Support Offices described above, it is proposed that two posts be abolished and one post be reassigned to the Procurement Section, presented in table 24. The synergy achieved by merging the Centre and the Office will result in a more

streamlined support mechanism for the sectors and the reduced workload associated with coordination and administrative support.

Services Delivery Service

Table 25
Human resources: Office of the Chief

	Change	*Level*	*Functional title*	*Post action*	*Description*
Positions	-1	P-3	Project Management Officer	Abolishment	
Net change	**-1**				

94. It is proposed that one temporary position, presented in table 25, be abolished in the Office of the Chief of the Services Delivery Service, given that the Mission is approaching the end of its establishment phase.

Services Delivery Service, Mission Support Centre

95. The proposed transfer of the Mission Support Centre (35 approved posts and positions) to the Office of the Deputy Director of Mission Support is set out in table 24.

Services Delivery Service

Table 26
Human resources: Facilities and Engineering Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+4	UNV	Engineering Technician	Establishment	
	+15	UNV	Engineering Technician	Establishment	
	-1	FS	Engineering Assistant	Reassignment	To Acquisition Planning Section as Acquisition Planning Assistant
Subtotal	**+18**				
Positions	+1	FS	Water Sanitation Technician	Establishment	
	+1	FS	Generator Mechanic	Establishment	
	+2	FS	Electrician	Establishment	
	+1	FS	Heating, Ventilation and Air-Conditioning Technician	Establishment	
	+8	NGS	Engineering Assistant	Establishment	
Subtotal	**+13**				
Net change	**+31**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

96. The approved staffing establishment of the Facilities and Engineering Management Section comprises 74 posts and temporary positons (1 Chief Engineer

(P-5), 2 Administrative Assistant (1 Field Service and 1 national General Service), 5 Engineer (3 P-4 and 2 Field Service), 2 Sector Engineer (P-3), 1 Water and Sanitation Engineer (P-3), 1 Airfield and Roads Engineer (Field Service), 2 Water and Sanitation Technician (Field Service), 4 Generator Mechanic/Technician (Field Service), 1 Technician (Field Service), 47 Engineering Assistant (14 Field Service and 33 national General Service) and 8 temporary positions of Engineering Assistant (Field Service)). While the installation of more camps and electrical works and the rehabilitation of existing infrastructure such as the sanitation network continue into the third year of the establishment phase, and given the increase in authorized uniformed personnel strength, the operation, maintenance and repair activities for the completed establishment will grow. The Mission will work to improve living and working conditions and train the local workforce as well as members of the military in technical areas to ensure the proper, efficient and maximum utilization of equipment and infrastructure. The functions of supervising, inspecting and monitoring commercially outsourced service contracts for the maintenance and installation of equipment become more complex and difficult to perform effectively and efficiently without in-house capacity. With the current staffing establishment and the demands in terms of extending support simultaneously at various locations common to the development stages of the infrastructure of a mission, it would be extremely difficult to undertake the technical duties required to service over 46 locations. Additional capacity would oversee the timely completion of construction programmes, the quality of construction and installations, the operating conditions of military and police units and the level of service delivery of other Mission support sections; resolve setbacks such as non-attendance or delays in the delivery of services and defects; mitigate incidents causing injury; and monitor the costs of commercial contractors.

97. In the context described above, it is proposed that the 32 new posts and temporary positions presented in table 26 be established.

98. The posts performing requisitioning functions will be redeployed from individual self-accounting units of various sections to the Acquisition Planning Section, which currently comprises only one post, in order to improve the acquisition planning process and for the purposes of raising detailed shopping carts/statements of work in support of the procurement process. The Acquisition Planning Section will also manage the supplier relationship to ensure that issues are resolved quickly and that a high level of service is received from vendors and suppliers. In this context, it is proposed that one post, as presented in table 26, be reassigned to the Acquisition Planning Section.

Services Delivery Service, Camp Management Unit

99. The proposed transfer of the Camp Management Unit (four approved posts) from the Office of the Deputy Director of Mission Support is set out in table 21.

Services Delivery Service

Table 27
Human resources: Supply Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
					To Contract Management Section
Posts	-1	P-3	Chief Rations Officer	Reassignment	as Contract Management Officer
	-2	FS	Rations Assistant	Reassignment	as Contract Management Assistant
	-10	FS	Supply Assistant	Reassignment	as Contract Management Assistant
	-3	NPO	Supply Officer	Reassignment	as Contract Management Officer
	-13	NGS	Supply Assistant	Reassignment	as Contract Management Assistant
Subtotal	**-29**				
	-1	FS	Supply Assistant	Reassignment	To Acquisition Planning Section of Supply Chain Management Service as Acquisition Planning Assistant
Subtotal	**-1**				
	-2	NPO	Rations Officer	Reassignment	To Movement Control Unit of Supply Chain Management Service as Movement Control Officer
Subtotal	**-2**				
Net change	**-32**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

100. It is proposed that the Fuel and Rations Units, comprising 29 posts presented in table 27, which manages the turnkey contracts for rations and fuel, be transferred from the Supply Section of the Services Delivery Service to the Contract Management Section of the Supply Chain Management Service to amalgamate the management of all contracts under one section, with the aim of streamlining functions and improving quality control and assurance, invoice processing and timely payment for services rendered.

101. Additionally, it is proposed that one post, as presented in table 27, be reassigned to the Acquisition Planning Section, as described in paragraph 98, and that two posts be reassigned to the Movement Control Unit to lead the management of the Heavy Transport Unit, the heavy equipment drivers and other administrative management tasks at the respective locations.

102. It is proposed that the Supply Section be renamed the General Supply Unit, in accordance with the structural naming convention of the Organization.

Services Delivery Service

Table 28
Human resources: Integrated Movement, Aviation and Transport Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
Immediate Office	-1	FS	Movement Control Assistant	Redeployment	To Douala Office, Supply Chain Management Service
	-1	NGS	Movement Control Assistant	Redeployment	To Movement Control Unit, Supply Chain Management Service
					To Contract Management Section, Supply Chain Management Service
	-1	P-5	Chief, Integrated Movement, Aviation and Transport Section	Reassignment	as Chief of Section, Contract Management
	-1	FS	Movement Control Assistant	Reassignment	as Contract Management Assistant
	-1	NGS	Movement Control Assistant	Reassignment	as Contract Management Assistant
Subtotal	-5				
Joint Movement Coordination Centre	-1	NPO	Unit Chief	Redeployment	To Supply Chain Management Service
	-1	P-3	Movement Control Office	Redeployment	
	-3	FS	Movement Control Assistant	Redeployment	
	-3	NGS	Movement Control Assistant	Redeployment	
Subtotal	-8				
Movement Control Unit	-1	FS	Unit Chief	Redeployment	To Supply Chain Management Service
	-9	FS	Movement Control Officer	Redeployment	
	-1	NPO	Movement Control Officer	Redeployment	
	-1	UNV	Movement Control Officer	Redeployment	
	-8	FS	Movement Control Assistant	Redeployment	
	-18	NGS	Movement Control Assistant	Redeployment	
	-2	UNV	Movement Control Officer	Reassignment	To Contract Management Section, Supply Chain Management Service as Rations Officer
Subtotal	-40				
Douala Office	-1	NPO	Chief of Office	Redeployment	To Supply Chain Management Service
	-2	NGS	Movement Control Assistant	Redeployment	
Subtotal	-3				
Total	-56				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

103. The Integrated Movement, Aviation and Transport Section of the Services Delivery Service is responsible for providing the Mission with all its mobility and

distribution services, covering all aspects of freight movement, in-theatre passenger movement, aviation support through regular and special flights, and in-theatre ground transportation. The integrated movement approach was focused on a comparative advantage with regard to the type of travel and the related synergies. The structure of the Section, which comprises the Joint Movement Coordination Centre, the Movement Control Unit, the Aviation Unit, the Transport Unit and the office in Douala, Cameroon, was intended to provide an initial operating capability to be supplemented by outsourcing certain functions in the movement control and surface transport areas and leveraging resources from the local market.

104. However, the Integrated Movement, Aviation and Transport Section will be dissolved as part of the broader restructuring of the support component to align the structure of MINUSCA with the structure of other peacekeeping missions, with a view to improving the efficiency and effectiveness of the support functions; this will involve a focus on end-to-end integrated supply chain management and service delivery across the Mission.

105. Movement control activities will be transferred from the Integrated Movement, Aviation and Transport Section of the Services Delivery Service to the Supply Chain Management Service where they will be performed by an independent, expanded unit, ensuring that goods and equipment are prepared and transported in accordance with optimized schedules. The Movement Control Unit will oversee inbound and outbound logistics activities, including movement of equipment and personnel.

106. As a result of the above, it is proposed that the Joint Movement Coordination Centre, the Movement Control Unit and the Douala Office elements of the Integrated Movement, Aviation and Transport Section, presented in table 28, be transferred to the Supply Chain Management Service. As a result of these transfers, the functions of the immediate Office will cease, and it is therefore proposed that two posts of the Office be redeployed and three posts reassigned across various offices, as indicated in table 28.

107. Furthermore, it is proposed that two posts be reassigned to the Contract Management Section of the Supply Chain Management Service, as described in paragraph 100.

Services Delivery Service

Table 29
Human resources: Integrated Movement, Aviation and Transport Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
Aviation Unit	+1	NPO	Associate Air Operations Officer	Establishment	
	+1	NGS	Air Operations Assistant	Establishment	
	+1	UNV	Air Operations Assistant	Establishment	
	+2	UNV	Air Operations Assistant	Establishment	
Subtotal	+5				

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	P-3	Aviation Officer	Abolishment	
	-1	FS	Aviation Assistant	Abolishment	
Subtotal	-2				
	-1	FS	Aviation Assistant	Reassignment	To Acquisition Planning Section as Acquisition Planning Assistant
	-1	FS	Aviation Assistant	Reassignment	To Central Warehouse Section as Warehouse Assistant
Subtotal	-2				
Net change	+1				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

108. The approved staffing establishment of the Aviation Unit comprises 30 posts (1 Chief (P-4), 11 Aviation Officer (5 P-3, 1 P-2, 1 National Professional Officer and 4 United Nations Volunteer) and 18 Aviation Assistant (14 Field Service and 4 national General Service)). The reconfiguration of the air fleet of the Mission involved replacing three aeroplanes, two of which were provided under cost-share arrangements managed by the originating Mission, with three additional helicopters, resulting in a net addition of two aircraft for the Mission. Although the number of flight hours will decline slightly for the fixed-wing aircraft, the number of hours will increase for the rotary-wing aircraft on the basis of the planned operations. Furthermore, the unmanned aerial system will be deployed in the 2016/17 period. The additional equipment and services will involve an increased volume of crew and aircraft documentation to manage field inspections and invoice verification activities. Of the existing capacity, 6 Aviation Assistants are located at the sector headquarters.

109. In the context described above, it is proposed that the five new posts presented in table 29 be established to carry out effective monitoring of the carrier evaluations, aircraft documentation and crew qualifications, ensuring compliance with the additional contractual agreements, and to coordinate the flights to the sectors.

110. It is proposed that the two posts presented in table 29 be abolished, given the reduced need for coordination and management of regional flights, i.e. twice-weekly flights to Entebbe; given the additional capacity of national staff and United Nations Volunteers, the requirement for international staff is reduced.

111. It is proposed that one post, as presented in table 29, be reassigned to the Acquisition Planning Section, as described in paragraph 98. It is proposed that the post presented in table 29 be reassigned to the Central Warehouse Section to provide a synchronized approach to warehousing work processes, functions and activities.

Table 30
Human resources: Integrated Movement, Aviation and Transport Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
Transport Unit	+7	NGS	Transport Assistant	Establishment	
	+4	UNV	Transport Officer	Establishment	
	+13	UNV	Transport Assistant	Establishment	
Subtotal	**+24**				
	-1	FS	Transport Officer	Reassignment	To Acquisition Planning Section as Acquisition Planning Officer
	-1	FS	Transport Officer	Reassignment	To Central Warehouse Section as Warehouse Officer
Subtotal	**-2**				
Net change	**+22**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

112. The approved staffing establishment of the Transport Unit comprises 42 posts (1 Chief (P-4), 8 Transport Officer (2 Field Service, 1 National Professional Officer and 5 United Nations Volunteer) and 33 Transport Assistant (11 Field Service and 22 national General Service)). The deployment of vehicles in the field offices and sector headquarters (Bouar, Kaga Bandoro, Bria, Bambari, Bangassou, Paoua, Bossangoa, Berberati, Obo, Birao and Ndele) will continue during the 2016/17 period and is expected to reach a total of 450 vehicles, compared with 191 at December 2015. The field offices of the Transport Unit require a strong team of skilled and experienced personnel to support regional activities and a sufficient number of national staff to maintain the fleet. The envisaged outsourcing arrangement of all types of workshop maintenance and repair services in the 2015/16 period was not successful, given the unavailability of service providers with the requisite skills. The Mission therefore revised its staffing structure within the Unit to accommodate an in-house local solution, to include all types of work covering both the maintenance and driving components. Furthermore, as the Mission expands with the deployment of uniformed personnel and civilian personnel to the regions, the establishment of additional transport field workshops is required to effectively maintain and monitor the work process and custody of the assets, and to support the transportation needs of the Mission in general.

113. In the context described above, it is proposed that the 24 new posts presented in table 30 be established to partially meet the gap in outsourced programmes planned in 2015/16, given the challenges with regard to outsourcing locally in the Central African Republic and the higher costs of outsourcing internationally envisaged by the Mission.

114. It is proposed that two posts, as presented in table 30, be reassigned to the Acquisition Planning Section, as described in paragraph 98, and to the Central Warehouse Section to provide a synchronized approach to warehousing work processes, functions and activities.

Services Delivery Service

Table 31
Human resources: Medical Services Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+2	P-3	Medical Officer	Establishment	
	+3	FS	Medical Officer	Establishment	
	+1	FS	Asset Manager	Establishment	
	+9	UNV	Medical Officer	Establishment	
	+1	UNV	Electro-Medical Technician	Establishment	
	+1	UNV	Hygiene Officer	Establishment	
Net change	+17				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

115. The approved staffing establishment of the Medical Services Section comprises 13 posts and temporary positions (1 Chief Medical Officer (P-5), 4 Medical Officer (1 P-4, 2 P-3 and 1 National Professional Officer), 1 Pharmacist (P-3), 2 Nurse (Field Service), 2 Administrative Assistant (1 Field Service and 1 national General Service), 2 Ambulance Driver (national General Service) and 1 temporary position of Medical Assistant (Field Service)). The Mission plans to establish and operate one United Nations-owned level I clinic in Bangui and five emergency medical posts situated at five field locations. The Mission will oversee the day-to-day operation of the medical facilities that will provide primary health care, occupational health services and emergency medical response services to all Mission personnel. In Bangui, this will allow the hybrid level II hospital to operate as a Mission-referral hospital and focus on the relevant services. In the initial planning stages of the Mission, it was initially envisaged that the medical facilities would be operated by commercial medical contractors; however, that approach was too costly.

116. In the light of the above, it is proposed that the 17 new posts presented in table 31 be established in place of the envisaged outsourcing arrangement which was unsuccessful in the 2015/16 period, given the challenges with regard to sourcing local service providers with the requisite skills and standards in the Central African Republic and the higher costs of outsourcing internationally.

Supply Chain Management Service

Table 32
Human resources: Procurement Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Posts	+4	NGS	Procurement Assistant	Establishment	
Subtotal	+4				
					Reassignments
	+1	P-3	Procurement Officer	Reassignment	From Mission Sector Support Office
	+1	FS	Procurement Assistant	Reassignment	
	+1	NGS	Procurement Assistant	Reassignment	From Mission Support Centre
Subtotal	+3				
					Establishments
Positions	+2	P-3	Procurement Officer	Establishment	
	+2	FS	Procurement Assistant	Establishment	
Subtotal	+4				
Subtotal	+11				

Abbreviations: FS, Field Service; NGS, national General Service.

117. The approved staffing establishment of the Procurement Section comprises 11 posts and temporary positions (1 Chief Procurement Officer (P-4), 3 Procurement Officer (1 P-3, 1 P-2 and 1 National Professional Officer), 5 Procurement Assistant (3 Field Service and 2 national General Service), 1 temporary position of Procurement Officer (P-3) and 1 temporary position of Procurement Assistant (Field Service)). The Section is divided into two units: Unit One is responsible for engineering (including facilities management) and medical requirements, including leases, and Unit Two is responsible for geospatial, information and telecommunications technologies, supply, and movement, aviation and transportation requirements. To improve the management and response provided to its clients, and in the light of the reorganized structure of the Mission Support Division with a view to improving the efficiency and effectiveness of the support functions, the Procurement Section will be organized in three units. During the 2016/17 period, competitive bidding exercises are expected to double, from 240 during the 2015/16 period to 480, covering local contracts and one-time purchases as the Mission focuses on establishing local and regional purchases/contracts. In addition, the cost of increased use of system contracts and the associated freight forwarding is expected to increase from $115 million to approximately $250 million during the 2015/16 period as the Mission transitions from its start-up phase. In order to establish good commercial practices, procurement staff will also be heavily involved in activities to identify local and regional vendors by participating in business seminars in the Central African Republic and countries in the region, for example, Cameroon. In addition, to ensure contract compliance, staff will work closely with the various stakeholders to be more proactively involved in the review

and preparation of statements of work to ensure commercial acceptability and the creation of manageable technical evaluation criteria combined with measurable key performance indicators.

118. In the light of the above, it is proposed that the four new posts and four new temporary positions presented in table 32 be established to support the Contract Unit, which is responsible for the management of systems contracts and the establishment of local contracts, and the Freight and Expediting Unit, which is responsible for establishing arrangements for freight and transportation as well as expediting deliveries.

119. The proposed inward reassignment of three posts, as presented in table 32, are described in paragraph 91.

Supply Chain Management Service, Acquisition Planning Section

120. The proposed reassignments, of one post each from the Facilities and Engineering Management Section, the Supply Section, the Aviation Unit and the Transport Unit (four posts in total), are described in tables 26, 27, 29 and 30, respectively, and in paragraph 98.

Supply Chain Management Service

Table 33
Human resources: Property Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Posts	+1	P-4	Property Management Officer	Establishment	
	+3	FS	Property Management Assistant	Establishment	
	+2	NGS	Property Management Assistant	Establishment	
	+1	UNV	Property Management Assistant	Establishment	
	+2	UNV	Property Management Assistant	Establishment	
Subtotal	+9				
					Reassignments
	+4	FS	Property Management Assistant	Reassignment	From Central Warehouse Section
	+3	FS	Property Management Assistant	Reassignment	
	+1	NGS	Property Management Assistant	Reassignment	
Subtotal	+8				
Subtotal	+17				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

121. The approved staffing establishment of the Property Management Section comprises 20 posts and temporary positions (1 Chief Property Management Officer (P-5), 5 Property Management Officer (2 P-4, 2 P-3 and 1 United Nations Volunteer), 10 Property Management Assistant (6 Field Service and 4 national General Service) and 4 temporary positions of Property Management Assistant

(Field Service)), distributed across the Property Control and Inventory Unit and the Contingent-owned Equipment Unit. It is expected that over 40,000 United Nations-owned equipment assets will be deployed in the Mission (compared with 22,363 during the 2015/16 period), which require yearly inspections to ensure maximum physical accountability of United Nations property, inventory accuracy and data reliability. The Mission will expand into additional field locations and will handle a significant increase in the number of deployed United Nations-owned equipment assets and anticipates a full deployment of the military and police force (42 memorandums of understanding to be managed at over 55 locations). As offices are established in the sectors, it is intended to deploy additional Property Control and Inventory Unit and Contingent-owned Equipment Unit inspectors. As indicated in the table below, one Property Control and Inventory Unit inspector is capable of inspecting and reporting on 5,000 United Nations-owned equipment assets; thus, an additional three inspectors would be needed to handle the anticipated volume for the 2016/17 period.

Financial period	*Number of United Nations-owned equipment assets*	*Number of United Nations-owned equipment inspectors*	*Ratio of inspector to United Nations-owned equipment asset*
2015/16	22 363	5	1:4 472
2016/17	40 000	8	1:5 000

122. Similarly, one contingent-owned equipment inspector can manage two memorandums of understanding in the case of an infantry battalion and three memorandums of understanding in the case of an independent company/formed police unit. As reflected in the table below, an additional five contingent-owned equipment inspectors are needed to arrive at the acceptable ratio to fulfil the requisite responsibilities.

Financial period	*Number of contingents units deployed*	*Number of contingent-owned equipment inspectors*	*Ratio of inspector to contingents units*
2015/16	12 infantry battalion	6	1:2
	26 independent company/ formed police unit	9	1:3
2016/17	12 infantry battalion	6	1:2
	30 independent company/ formed police unit	10	1:3

123. In the light of the above, it is proposed that nine new posts, as presented in table 33, be established to support the increase in volume of verification inspections of United Nations-owned equipment and contingent-owned equipment at the additional field locations and to ensure that inspections and reimbursement to contributing nations are made on time.

124. An amalgamation of the Receiving and Inspection Unit, the Property Control and Inventory Unit, the Property Disposal Unit, the Property/Survey Board Secretariat and the Contingent-owned Equipment Unit under the Property Management Section will provide oversight for the complete life cycle of assets and

equipment procured by the Mission. Accordingly, it is proposed that eight posts, as presented in table 33, be reassigned from the Central Warehouse Section.

Supply Chain Management Service, Contract Management Section

125. The proposed reassignment of 29 posts, as presented in table 27, from the Supply Section, Services Delivery Service, and 3 posts from the immediate Office and 2 posts from the Movement Control Unit of the Integrated Movement, Aviation and Transport Section, as presented in table 28 (34 posts in total), are described in paragraph 100.

Supply Chain Management Service

Table 34
Human resources: Central Warehouse Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Establishments
Posts	+1	P-3	Warehouse Manager	Establishment	
	+1	FS	Administrative Assistant	Establishment	
	+1	NGS	Administrative Assistant	Establishment	
Subtotal	+3				
					Reassignments
	+1	FS	Warehouse Officer	Reassignment	From Transport Unit
	+1	FS	Warehouse Assistant	Reassignment	From Aviation Unit
Subtotal	+2				
					To Property Management Section
	-4	FS	Warehouse Assistant	Reassignment	as Property Management Assistant
	-3	FS	Warehouse Assistant	Reassignment	as Property Management Assistant
	-1	NGS	Administrative Assistant	Reassignment	as Property Management Assistant
Subtotal	-8				
Net change	-3				

Abbreviations: FS, Field Service; NGS, national General Service.

126. The approved staffing establishment of the Central Warehouse Section comprises 30 posts and temporary positions (1 Chief of Central Warehousing (P-4), supported by 1 Warehouse Officer (P-3), 22 Warehouse Assistant (15 Field Service and 7 national General Service) and 6 temporary positions of Warehouse Assistant (Field Service)), distributed across the Receiving and Inspection Unit, the Warehousing Unit and the Property Disposal Unit.

127. In the light of the reorganized structure of the Mission Support Division with a view to improving the efficiency and effectiveness of the support functions, it is proposed that three new posts, as presented in table 34, be established.

128. The proposed reassignment of eight posts to the Property Management Section, as presented in table 34, are described in paragraph 124.

129. The proposed reassignment of two posts from the Aviation Unit and the Transport Unit, as presented in table 34, are described in paragraphs 114 and 111, respectively.

130. It is proposed that the Central Warehouse Section be renamed the Integrated Warehouse Unit.

Supply Chain Management Service, Movement Control Unit

Table 35
Human resources: Supply Chain Management Service, Movement Control Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Movement Control Unit
Posts	+13	NGS	Driver	Establishment	
	+6	UNV	Movement Control Assistant	Establishment	
	+1	UNV	Movement Control Assistant	Establishment	
	+22	UNV	Driver	Establishment	
Subtotal	**+42**				
	+1	FS	Unit Chief	Redeployment	From Movement Control Unit, Integrated Movement, Aviation and Transport Section
	+9	FS	Movement Control Officer	Redeployment	
	+1	NPO	Movement Control Officer	Redeployment	
	+1	UNV	Movement Control Officer	Redeployment	
	+8	FS	Movement Control Assistant	Redeployment	
	+18	NGS	Movement Control Assistant	Redeployment	
Subtotal	**+38**				
	+1	NGS	Movement Control Assistant	Redeployment	From immediate Office, Integrated Movement, Aviation and Transport Section
	+2	NPO	Movement Control Officer	Reassignment	From Supply Section
Subtotal	**+83**				
					Joint Movement Coordination Centre
	+1	NPO	Unit Chief	Redeployment	
	+1	P3	Movement Control Office	Redeployment	
	+3	FS	Movement Control Assistant	Redeployment	
	+3	NGS	Movement Control Assistant	Redeployment	
Subtotal	**+8**				

	Change	*Level*	*Functional title*	*Post action*	*Description*
					Douala Office
	+1	FS	Movement Control Assistant	Redeployment	From immediate Office, Integrated Movement, Aviation and Transport Section
	+1	NPO	Chief of Office	Redeployment	
	+2	NGS	Movement Control Assistant	Redeployment	
Subtotal	+4				
Net change	+95				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

131. The approved staffing establishment of the Movement Control Unit comprises 40 posts (1 Chief (Field Service), 13 Movement Control Officer (9 Field Service, 1 National Professional Officer and 3 United Nations Volunteer) and 26 Movement Control Assistant (8 Field Service and 18 national General Service)). The Unit will continue to be responsible for the execution of deployments, rotations and repatriations of contingents and contingent-owned and United Nations-owned equipment; customs clearing and freight forwarding of personal effects; the booking and check-in of passengers travelling by United Nations aircraft; management of the movement of civilian and contingent personnel within the Mission area; and passenger (including dignitaries) and cargo handling and transit warehousing operations at the airport and the logistics base for Mission personnel and the additional authorized strength of 1,030 uniformed personnel. In addition, the Unit will continue to administer and direct heavy transport, which includes the distribution of resupplies and contingent-owned equipment across the area of operations of the Mission and long-haul operations across the border into Douala, the only seaport of entry for MINUSCA. The Unit is expanding its support to the sector offices located in those areas where combined air and surface operations are required in the 2016/17 period, in support of both the civilian and military components deployed and the expanding volumes of cargo and personnel moving on a routine basis, which can no longer be managed by a centralized structure out of the Mission headquarters in Bangui. The Unit has also inherited the individual (commercial) travel control tasks formerly handled by the Human Resources Management Section in relation to movement of uniformed staff in and out of the Mission, inclusive of the shipment of personal effects. Furthermore, coordination of movement control has been established at the Douala Office, and the Unit will perform a dual role of movement control activities and coordination with the Cameroonian authorities in relation to the management of the sea and surface traffic flow, inclusive of coordination with the contracted parties for United Nations- and contingent-owned equipment assets.

132. The Unit operates a fleet of 18 heavy trucks and 12 forklifts that can handle up to 30 tons of cargo. An additional 17 heavy trucks are expected to arrive by the end of the current period. Throughout the year, weekly convoys are operated from Bangui to the regions delivering MINUSCA resupplies and materials and collecting urgent cargo from Douala. Given the poor condition of the roads in the Central African Republic, it is very difficult to get commercial trucks to deliver to the

regions. MINUSCA therefore, relies on its own fleet of trucks in place of the costly airlift of supplies. The bad roads require longer trips and alternative routes; this requires two drivers per truck to reduce individual driver fatigue and maintain safety. For, example, a one-way trip can take 17 days to reach certain locations during the rainy season.

133. In the context described above, it is proposed that 42 new posts, as presented in table 35, be established to provide the capacity to supervise, lead and drive a convoy of 35 heavy trucks and 12 forklifts and provide support to the expanded offices in seven sectors.

134. The proposed transfer of the Movement Control Unit (38 approved posts) from the Integrated Movement, Aviation and Transport Section and the redeployment of 1 post from the immediate Office of the Integrated Movement, Aviation and Transport Section, and the reassignment of 2 posts from the Supply Section presented in table 35, are described in paragraphs 100, 103 and 104, respectively.

135. The proposed transfer of the Joint Movement Coordination Centre (eight approved posts) from the Integrated Movement, Aviation and Transport Section and consolidation into the Movement Control Unit is described in paragraphs 103 and 104.

136. The proposed transfer of the Douala Office (three approved posts), and the redeployment of one post from the immediate Office of the Integrated Movement, Aviation and Transport Section and consolidation into the Movement Control Unit (4 posts in total) is described in paragraphs 103 and 104.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures[a] (2014/15) (1)	Apportionment[a] (2015/16) (2)	Cost estimates (2016/17) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	4 191.3	11 030.2	8 627.4	(2 402.8)	(21.8)
Military contingents	237 374.9	286 160.3	345 346.0	59 185.7	20.7
United Nations police	7 417.5	16 353.3	18 392.2	2 038.9	12.5
Formed police units	26 675.4	42 477.3	55 670.3	13 193.0	31.1
Subtotal	**275 659.1**	**356 021.1**	**428 035.9**	**72 014.8**	**20.2**
Civilian personnel					
International staff	74 627.2	129 777.1	130 483.7	706.6	0.5
National staff	3 678.3	9 163.4	11 900.5	2 737.1	29.9
United Nations Volunteers	2 065.1	6 245.4	12 462.5	6 217.1	99.5
General temporary assistance	9 298.8	8 113.8	8 063.2	(50.6)	(0.6)
Government-provided personnel	777.8	663.5	1 897.7	1 234.2	186.0
Subtotal	**90 447.2**	**153 963.2**	**164 807.6**	**10 844.4**	**7.0**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	681.3	462.6	1 051.4	588.8	127.3
Official travel	6 252.4	4 695.7	4 694.0	(1.7)	(0.0)
Facilities and infrastructure	105 584.6	122 413.1	120 411.2	(2 001.9)	(1.6)
Ground transportation	27 210.4	42 152.3	19 091.2	(23 061.1)	(54.7)
Air transportation	30 178.6	52 913.9	83 760.9	30 847.0	58.3
Naval transportation	3 696.2	90.0	90.0	–	–
Communications	13 080.1	20 364.3	26 477.1	6 112.8	30.0
Information technology	25 610.6	15 055.5	25 968.5	10 913.0	72.5
Medical	3 259.9	9 336.0	8 669.6	(666.4)	(7.1)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	30 487.6	33 599.1	45 014.3	11 415.2	34.0
Quick-impact projects	1 008.4	3 000.0	3 000.0	–	–
Subtotal	**247 050.1**	**304 082.5**	**338 228.2**	**34 145.7**	**11.2**
Gross requirements	**613 156.4**	**814 066.8**	**931 071.7**	**117 004.9**	**14.4**
Staff assessment income	5 767.4	10 115.1	11 557.4	1 442.3	14.3
Net requirements	**607 389.0**	**803 951.7**	**919 514.3**	**115 562.6**	**14.4**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**613 156.4**	**814 066.8**	**931 071.7**	**117 004.9**	**14.4**

[a] Includes financial resources for 44 posts (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 4 National Professional Officer and 35 national General Service) and operational costs in respect of the Regional Service Centre, Entebbe, which were included in the approved budget for the 2015/16 period. For the 2016/17, period these requirements are reflected in the proposed budget for the Regional Service Centre, Entebbe in accordance with General Assembly resolution 69/307.

B. Non-budgeted contributions

137. The estimated value of non-budgeted contributions for the period from 1 July 2016 to 30 June 2017 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	9 887.3
Voluntary contributions in kind (non-budgeted)	–
Total	**9 887.3**

[a] Represents buildings, land and services provided by the Government of the Central African Republic.

C. Efficiency gains

138. The cost estimates for the period from 1 July 2016 to 30 June 2017 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Information technology	72.9	The deployment of physical servers will be replaced with a universal computing system on the router, which is expected to reduce the cost of operating a robust server infrastructure at those sites by minimizing power usage and cooling costs
	280.6	51 multipoint links, which is an alternative and more efficient technology for connecting communications devices than the traditional single point links used in field missions, will be installed
	200.0	New satellite technology will be implemented, which would provide low latency to improve Internet speed and reduce future related transponder charges
Facilities and infrastructure	1 250.0	A reduction in the consumption of diesel fuel is expected as a result of the replacement of low- and medium-capacity generators with a hybrid diesel-solar power supply system and synchronized high-capacity generators, as well as a reduction in the cost of spare parts and service kits under newly established system contracts
Total	**1 803.5**	

D. Vacancy factors

139. The cost estimates for the period from 1 July 2016 to 30 June 2017 take into account the following average delayed deployment and vacancy factors:

(Percentage)

Category	*Actual 2014/15*[a]	*Budgeted 2015/16*	*Projected 2016/17*
Military and police personnel			
Military observers	53.0	10.0	5.0
Military contingents	10.6	5.0	5.0
United Nations police	49.9	20.0	10.0
Formed police units	12.0	10.0	5.0
Civilian personnel			
International staff	1.4	30.0	25.0
National staff			
National Professional Officers	53.6	60.0	50.0
National General Service staff	24.7	50.0	40.0
United Nations Volunteers (international)	28.0	40.0	5.0
United Nations Volunteers (national)	Not applicable	Not applicable	40.0
Temporary positions[b]			
International staff	(36.8)	30.0	25.0
National Professional Officers	100.0	60.0	50.0
National General Service staff	Not applicable	50.0	40.0
Government-provided personnel	–	20.0	10.0

[a] Based on actual monthly deployment and incumbency of the planned phased period and the planned monthly strength.

[b] Funded under general temporary assistance.

140. The proposed vacancy factors take into account the experience of the Mission to date and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns and proposed changes in the composition of staff.

E. Contingent-owned equipment: major equipment and self-sustainment

141. Requirements for the period from 1 July 2016 to 30 June 2017 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $120,491,600 as follows:

(Thousands of United States dollars)

Category	*Estimated amount* *Military contingents*	*Formed police units*	*Total*
Major equipment	55 765.4	10 944.9	66 710.3
Self-sustainment	47 130.3	6 651.0	53 781.3
Total	**102 895.7**	**17 595.9**	**120 491.6**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	2.1	1 November 2013	–
Intensified operational condition factor	3.3	1 November 2013	–
Hostile action/forced abandonment factor	3.0	1 November 2013	–
B. Applicable to home country			
Incremental transportation factor	0.25-5.0		

F. Training

142. The estimated resource requirements for training for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	548.9
Official travel	
Official travel, training	2 121.0
Other supplies, services and equipment	
Training fees, supplies and services	1 346.5
Total	**4 016.4**

143. The number of participants planned for the period from 1 July 2016 to 30 June 2017, in comparison with previous periods, is as follows:

(Number of participants)

	International staff			National staff			Military and police personnel		
	Actual 2014/15	*Planned 2015/16*	*Proposed 2016/17*	*Actual 2014/15*	*Planned 2015/16*	*Proposed 2016/17*	*Actual 2014/15*	*Planned 2015/16*	*Proposed 2016/17*
Internal	–	979	1 256	–	1 061	1 614	–	170	544
External[a]	–	201	167	–	44	44	–	12	22
Total	–	1 180	1 423	–	1 105	1 658	–	182	566

[a] Includes the United Nations Logistics Base and outside the Mission area.

144. For the 2016/17 period, the requirements for training will increase compared with the 2015/16 period owing to the expected increased number of uniformed and civilian personnel who will participate in training courses. The training courses will cover the areas of political affairs and governance; human rights and humanitarian issues; the peace process; electoral support; medical questions; gender affairs; disarmament, demobilization, reinsertion and repatriation; administration; budget and finance; human resources management; information technology; law and order; leadership; organizational development; contract management; protection of civilians; engineering; ground transportation; security; and property management.

G. Disarmament, demobilization and reintegration/repatriation

145. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	7 480.0
Total	7 480.0

146. The Mission will support the transitional authorities in developing and implementing a revised strategy for the disarmament, demobilization, reintegration and repatriation of former combatants and armed elements to reflect new realities on the ground, while paying specific attention to the needs of children associated with armed forces and groups and support for the repatriation of foreign elements. Support will also be provided in developing and implementing community violence reduction programmes and to regroup and canton combatants and confiscate and destroy, as appropriate, the weapons and ammunition of personnel who refuse or fail to lay down their arms.

147. The disarmament, demobilization, reinsertion and reintegration strategy will be designed on the basis of roughly 8,000 combatants from the various armed groups. After the disarmament and screening processes, MINUSCA seeks to support the reinsertion of at least half of the combatants. This would include direct reinsertion support to ex-combatants, who will undergo demobilization activities such as civic

education, gender and human rights sensitization, psychosocial support, vocational and professional training and income-generating activities before being reintegrated in the communities of their choice. It is expected that a cumulative number of 5,000 eligible elements from different armed groups will be disarmed and demobilized. This includes some 3,500 ex-combatants who will be eligible for community-based reintegration assistance, as well as an estimated 500 foreign combatants to be repatriated to their country of origin and 1,000 children associated with armed groups who will be disarmed before being released and handed over to competent institutions.

148. A provision of $7,480,000 is included in the budget for the 2016/17 period for substantive activities in connection with the disarmament, demobilization, reintegration, and repatriation programme as follows:

(a) Community violence reduction projects to address the insecurity and armed threats caused by an estimated number of 60,000 anti-Balaka that do not meet the formal criteria of the national disarmament, demobilization, reintegration and repatriation programme and community members who are at risk of mobilization and manipulation. The Mission anticipates approximately 5,000 beneficiaries (2,500 non-eligible combatants as well as another 2,500 associated community members) of the community violence reduction activities, which will consist of the implementation of income-generating projects and the provision of vocational training and other educational assistance, while ensuring their adherence to respecting weapons-free zones. Given the large number of the target caseload (officially estimated at 60,000 members of armed groups and an even larger number of community members at risk of engaging in armed violence), MINUSCA will continue in parallel to advocate with partners for voluntary funding to fill the financial gap, as stipulated during the high-level meeting on the Central African Republic held in October 2015 ($2,130,000);

(b) A premium for combatants who agree to surrender a weapon under the pre-disarmament, demobilization, reintegration and repatriation programme and which entails their participation in labour-intensive work projects and aims at achieving short-term reinsertion. The programme is not implemented as a formal disarmament process under a national framework, pending the endorsement of the disarmament, demobilization and reintegration programme document by the authorities. The stop-gap measure could also support any form of political/security dialogue or mediation between the warring armed groups. The disarmament, demobilization and reintegration assistance will provide short- to medium-term support (up to 12 months) to 2,000 ex-combatants (cumulative), excluding children. The per capita cost of reintegration is estimated at $1,600, based on current market prices ($3,200,000);

(c) The repatriation of combatants on foreign soil as part of the national disarmament, demobilization, reintegration and repatriation programme, whereby an estimated number of 500 foreign ex-combatants and their families, if any, are to be repatriated to their home country. Based on the standard size of a family in the Central African Republic (four to five members), the repatriation cost for one family is estimated at $2,000, including administrative fees, transportation, accommodation, food and non-food items and medical and hygienic assistance ($1,000,000);

(d) Sensitization and outreach activities will include the production of materials for disarmament, demobilization, reintegration and repatriation such as leaflets/pamphlets, the use of local radio stations and televisions channels as well as the provision of psychosocial assistance services at designated sites at the priority locations ($600,000);

(e) Disarmament and demobilization activities will entail the set-up, management and operation of four disarmament and demobilization camps in Bangui and one additional camp outside Bangui on the basis of the operational requirements of the agreement on disarmament, demobilization, reintegration and repatriation. The disarmament and demobilization of ex-combatants involves the provision of transport, accommodation, food, medical support and other supplies for 5,000 out of an estimated 8,000 ex-combatants ($550,000).

H. Other programmes

149. The estimated resource requirements for other programmes for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	10 107.7
Total	**10 107.7**

150. A provision of $10,100,000 is included in the budget for the 2016/17 period to continue to assist the Government with the development and implementation of a weapons and ammunition management framework, to reduce the threat of unsafe munitions and reinforce the national capacity to manage weapons and ammunition. The framework would address weapons registration and survey, explosive hazard reduction, risk education, armed violence reduction, emergency trauma bag and armoured vehicle training and counter-improvised explosive device training. Development would involve providing technical assistance to and training of national capacities to manage weapons, mitigate explosive threats and ensure national compliance with treaty obligations. Implementation would include the construction/installation of an ammunition depot to replace the emergency temporary ammunitions depot; the refurbishment of five armouries to effectively and safely manage larger amounts of weapons and ammunition; a weapons marking and registration project to enable weapons to be traceable; and a weapons scrap recycling project that would establish a foundry to melt scrap metal to be used to make tools or other items that can be fashioned from recycled metal. In this connection, the projects will be managed by the Mine Action Service with contractual personnel under an agreement with the United Nations Office for Project Services to support and enable the projects within the area of operations, inclusive of costs for equipment such as education materials, explosive ordnance disposal equipment, vehicles and explosives, as follows:

(a) Building on the preliminary study on topography and infrastructure for the national weapons depot concluded during the 2015/16 period, the initial construction phase is planned for the 2016/17 period, contributing to the objective with regard to the restoration and extension of State authority. In addition, armouries and small ammunition depots will be established, consisting mainly of high-security containers specifically designed for the environment. Given that the built-for-purpose containers will be placed into existing facilities of the Central African Republic armed forces or the internal security forces, protective barricades or heavy-duty fences will be added to enhance security of the premises ($3,635,700);

(b) Under the weapons management programme, the Counter-Improvised Explosive Devices Team will report information with regard to improvised explosive devices according to international methods; carry out all operations to neutralize any improvised explosive devices within the Central African Republic and offer technical assistance and training to troop-contributing countries with regard to explosive ordnance disposal; maintain specialized equipment (including for troop-contributing countries, if applicable); conduct post-blast investigations and after-action reviews; and conduct awareness and technical training. Finally, this team will provide a standing capacity for weapons and ammunition management to support troop-contributing countries to ensure adherence to international standards when storing explosive ammunition. Given the rotations of military and police personnel, new trainings will be required to ensure continuity in the Counter-Improvised Explosive Devices Team within the Mission ($1,744,200);

(c) The weapons and ammunition safety programme will include activities to strengthen the capacity of the Government and civil society through education on weapons and ammunition safety and by building local capacity within this area; increase awareness of the danger of small arms, appropriate storage techniques and the secure handling of weapons to prevent accidents; encourage safe behaviour when handling and storing firearms and ammunition in order to prevent accidents; and strengthen awareness on the risks related to small arms and light weapons ($1,917,700);

(d) Education with regard to the identification of and appropriate behaviour when confronted with explosive hazards will be provided through six risk education teams, comprising 40 individuals, which will be deployed across neighbourhoods to conduct sessions and explain to people how to identify explosives and the behaviour to adopt. The teams will cover most urban and rural areas, with particular emphasis on areas where explosives have been reported ($872,100);

(e) Survey and reduction of explosive hazards will extend to the more rural areas of the Central African Republic that have not been accessible to date. One survey and hazard reduction team will be deployed country-wide to identify, mark, collect and destroy explosive hazards. A comprehensive database will capture all relevant information regarding identified dangerous areas, casualties and operational progress in the Central African Republic. Furthermore, this team will handle all weapons and ammunition management activities in support of national authorities while building their capacity. Activities will include evaluating weapons and ammunition stockpiles and providing immediate threat reduction measures (stockpile destruction) and physical refurbishment of prison and penitentiary facilities where experts will ensure that weapons are appropriately stored and managed by penitentiary officers ($1,566,900);

(f) The weapons scrap metal recycling project, which involves the breaking down of obsolete weapons, will have a socioeconomic impact and benefit. The project would include building a foundry involving ex-combatants from the disarmament, demobilization and reintegration programme. The project will also include a training component in technical aspects of operating foundries and provide employment opportunities in the foundry once the training is completed ($363,400).

151. Other substantive activities will be undertaken as follows:

(a) Security sector reform: rehabilitation of two military camps in Bangui known as camp Béal and BSS to facilitate the reorganization and transformation of the Central African Republic armed forces into a garrison army ($1,500,000);

(b) Strategic policy and technical support to address emerging peacebuilding and stabilization needs/priorities and establish and equip a data collection and "analysis cell" at the national level for early warning/preventive diplomacy and policy formulation. Support would be provided to establish an inclusive mechanism for the participation of other interest groups such as youth, women, the media, civil society, academia and traditional chiefs ($500,000);

(c) Rehabilitation, refurbishment and equipping of vandalized State buildings and properties such as prefectural, sub-prefectural and municipal offices, judicial infrastructure, police and gendarmerie stations, prison centres, social affairs centres and others to create basic conditions for the presence of State institutions ($1,000,000);

(d) Special Criminal Court: organizing five training workshops for 20 judicial police officers, 20 prosecutors and 20 investigating judges on the investigation, prosecution and trial of serious crimes ($9,000); training magistrates, court clerks and other staff, in particular magistrates recruited nationally, on international criminal law and the investigation of international crimes, the protection of witnesses, communication with traumatized victims and working with children ($102,000); staffing the Court with 15 advisers and administrative personnel who will assist the nine judges, four prosecutors, registrars and court clerks to function effectively, work primarily to assist with starting investigations and organizing the court, and set up units to provide legal assistance to indigent defendants and civil parties as well as to protect victims and witnesses ($2,681,500); assisting the Investigation Chamber and the Prosecution Division of the Court with numerous specialized legal matters, including drafting internal rules concerning matters of evidence, procedure, mapping crimes falling under the jurisdiction of the Court and the development of the prosecution strategy, and investigative techniques, witness protection and ensuring the protection of the rights of the accused before and during trials ($1,916,500).

I. Quick-impact projects

152. The estimated resource requirements for quick-impact projects for the period from 1 July 2016 to 30 June 2017, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2014 to 30 June 2015 (actual)	999.6	33
1 July 2015 to 30 June 2016 (approved)	3 000.0	66
1 July 2016 to 30 June 2017 (proposed)	3 000.0	95

153. Together with NGOs, the United Nations country team and other partners, MINUSCA will work on projects that aim to provide immediate tangible benefits for the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will continue to foster an environment conducive to effective mandate implementation by establishing confidence in the Mission, its mandate and the peace process. Projects will be implemented through 12 field offices (including Bangui) in the following areas: (a) support for social cohesion and reconciliation; (b) improvement of the delivery of administrative and social services; and (c) improvement of community protection.

154. The 95 quick-impact projects will focus on:

(a) Targeting women, youth and communities in conflict to promote dialogue, confidence building, reconciliation, social cohesion and peaceful cohabitation within and between communities (50 projects at $25,000). Consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation, coordinated across Mission components and sections and in consultation with other national and international stakeholders and partners;

(b) Improving the delivery of basic public administrative and social services such as the rehabilitation, equipping and functioning of the public administration to improve local budgeting and planning, the civil registry (*état civil*), security, justice and the fight against impunity as well as education, health, water, electricity and agriculture. The sustainability of these projects will be ensured through the implementation of joint and complementary projects together with the United Nations country team. For example, schools and health centres will be rehabilitated and equipped with support from the United Nations Children's Fund (UNICEF) and medical and education NGOs (medical and education staff) together with the relevant ministries. The initial sustainability of these projects will be ensured through a combination of complementary capacity-building activities targeting local officials and civil servants to ensure the effective functioning of those institutions and through the allocation of local investment funds that will be provided to the Government and by the World Bank, France, the European Union and UNDP/MINUSCA (Peacebuilding Support Office) in support of operational costs and in support of good local governance practices (25 projects at approximately $50,000);

(c) Improving the capacity of the population to organize itself to better alert MINUSCA, national authorities and security forces (police and gendarmerie) so that they can prevent and provide an adequate and timely response to security incidents. To encourage coordination among national authorities and local and international NGOs, an early warning system will be established and communication and coordination systems will be set up to complement protection of civilians activities implemented by MINUSCA (the response side) to improve communities' capacities to organize themselves (the alert and community side) and be more closely linked to the Mission's protection system (20 projects at approximately $25,000).

III. Analysis of variances[1]

155. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used remains the same as that used in previous reports.

	Variance	
Military observers	**($2 402.8)**	**(21.8%)**

- **Mandate: change in scale/scope of mandate**

156. The reduced requirements are attributable primarily to the increase in authorized troop strength (Security Council resolution 2212 (2015)) and the change in the distribution of the deployment of military observer personnel from 240 military observers for the 2015/16 period to 169 military staff officers, with a consequential decrease in the anticipated reimbursement of allowances. The reduced requirements are offset in part by the application of a vacancy factor of 5.0 per cent in the computation of the military subsistence allowance and costs for travel on emplacement, rotation and repatriation and rations, compared with the factor of 10.0 per cent applied in the approved budget for the 2015/16 period, and additional travel requirements resulting from the anticipated rotation of military observer personnel, compared with the initial deployment without rotation included in the budget for the 2015/16 period.

	Variance	
Military contingents	**$59 185.7**	**20.7%**

- **Mandate: change in scale/scope of mandate**

157. The increased requirements are attributable primarily to (a) the increase in authorized troop strength (Security Council resolution 2212 (2015)) and the change in the distribution of the deployment of military staff officers from military observer personnel to 10,581 military contingent personnel (311 military staff officers), compared with 9,760 included in the approved budget for the 2015/16 period, with a consequential increase in the reimbursement of standard costs and allowances, the mobilization of rations, including the operation of additional warehouses, and the volume of contingent-owned equipment; and (b) expected improvement in the timing of the deployment of contingent-owned equipment.

	Variance	
United Nations police	**$2 038.9**	**12.5%**

- **External: delayed deployment of military personnel and police**

158. The increased requirements are attributable primarily to the application of a vacancy factor of 10.0 per cent in the computation of the military subsistence allowance and costs for travel on emplacement, rotation and repatriation and

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[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

rations, compared with the factor of 20.0 per cent applied in the approved budget for the 2015/16 period.

	Variance	
Formed police units	$13 193.0	31.1%

- **Mandate: change in scale/scope of mandate**

159. The increased requirements are attributable primarily to (a) the increase in authorized troop strength (Security Council resolution 2212 (2015)) to 1,680 formed police personnel, compared with 1,400 included in the approved budget for the 2015/16 period, in the costs for the standard reimbursement, allowances and the mobilization of rations, including the operation of additional warehouses, and the volume of contingent-owned equipment; (b) the application of a vacancy factor of 5.0 per cent in the computation of costs for the standard reimbursement, allowances, travel on emplacement, rotation and repatriation and rations, compared with the factor of 10.0 per cent applied in the approved budget for the 2015/16 period; (c) additional travel requirements resulting from the anticipated rotation of additional authorized formed police personnel, compared with the initial deployment included in the budget for the 2015/16 period; and (d) expected improvement in the timing of the deployment of contingent-owned equipment.

	Variance	
International staff	$706.6	0.5%

- **Management: additional inputs and same outputs**

160. The increased requirements are attributable primarily to the proposed establishment of 35 new posts and the application of a vacancy factor of 25.0 per cent in the computation of international staff salary costs, compared with the factor of 30.0 per cent applied in the approved budget for the 2015/16 period. The increased requirements are offset by (a) a decrease in salary rates, compared with the rates applied in the approved budget for the 2015/16 period; (b) the proposed abolishment of four international posts; and (c) the exclusion of posts related to the Regional Service Centre, Entebbe, in accordance with General Assembly resolution 69/307.

	Variance	
National staff	$2 737.1	29.9%

- **Management: additional inputs and same outputs**

161. The increased requirements are attributable primarily to the proposed establishment of 68 new posts and the application of a vacancy factor of 50.0 and 40.0 per cent for National Professional Officers and national General Service staff, respectively, in the computation of national staff salary costs, compared with 60.0 and 50.0 per cent, respectively, applied in the approved budget for the 2015/16 period. The increased requirements are offset in part by the exclusion of posts related to the Regional Service Centre, Entebbe, in accordance with General Assembly resolution 69/307.

	Variance	
United Nations Volunteers	$6 217.1	99.5%

- **Management: additional inputs and same outputs**

162. The increased requirements are attributable primarily to the proposed establishment of 90 new United Nations Volunteer positions (35 international and 55 national) and the application of a vacancy factor of 5.0 per cent in the computation of salary costs, compared with 40.0 per cent applied in the approved budget for the 2015/16 period. The increased requirements are offset in part by the proposed abolishment of 42 positions funded for a three-month period, which represent the electoral support required for the 2015/16 period on the basis of the assumption that the presidential and legislative elections will be completed during the current period.

	Variance	
General temporary assistance	($50.6)	(0.6%)

- **Management: additional inputs and outputs**

163. The reduced requirements are attributable primarily to a decrease in salary rates, compared with the rates applied in the approved budget for the 2015/16 period; the abolishment of 30 temporary positions funded for a three-month period (28 international and 2 national), which represent the temporary electoral support required for the 2015/16 period on the basis of the assumption that the presidential and legislative elections will be completed during the current period; and the abolishment and conversion of two temporary positions, both in the Mission Support Division. The reduced requirements are offset in part by the proposed establishment of 17 new temporary positions (9 international and 8 national) and the application of a vacancy factor of 25.0 per cent in the computation of salary costs for international temporary positions, compared with the factor of 30.0 per cent applied in the approved budget for the 2015/16 period.

	Variance	
Government-provided personnel	$1 234.2	186%

- **Mandate: change in scale/scope of mandate**

164. The increased requirements are attributable primarily to the increase in authorized troop strength (Security Council resolution 2212 (2015)) to 40 Government-provided personnel, with a consequential increase in allowances and travel, compared with 20 for the 2015/16 period, and the application of a vacancy factor of 10.0 per cent in the computation of the mission subsistence allowance, compared with the factor of 20.0 per cent applied in the approved budget for the 2015/16 period.

	Variance	
Consultants	**$588.8**	**127.3%**

- **Management: additional inputs and outputs**

165. The increased requirements are attributable primarily to the engagement of consultants with technical expertise in the following specialized fields: (a) justice and corrections, assisting with the development of the strategy for and guidance manual on the demilitarization of the prison system and executing the strategy (two consultants for 11 months each); (b) disarmament, demobilization and reintegration, for mapping and conducting an independent evaluation of activities and projects (five consultants for one month each); (c) security sector reform, supporting the development of national policy (five consultants for one month each); and (d) the design, implementation, data analysis and publishing of four perception surveys on protection and security in the Central African Republic (one consultant for three months). The estimate also includes an additional provision for the engagement of consultants to provide required training for the deployment of significantly higher numbers of uniformed and civilian personnel across a broader range of locations undertaking substantive-specific mandates.

	Variance	
Facilities and infrastructure	**($2 001.9)**	**(1.6%)**

- **Management: reduced inputs and same outputs**

166. The reduced requirements are attributable primarily to (a) the anticipated consumption of 8.3 million litres of fuel for generators, compared with 17.8 million litres included in the approved budget for the 2015/16 period; (b) the non-requirement of the acquisition of various equipment, which occurred during the 2015/16 period; and (c) the non-requirement for outsourcing maintenance services such as waste removal and disposal to third-party vendors. It is proposed that these services be performed in-house by MINUSCA personnel, as described in paragraph 23. The reduced requirements are offset in part by security services for the use of advanced technology that will provide enhanced surveillance of the Mission area of operations and by residential security measures for uniformed and civilian personnel, to improve the safety and security of Mission personnel; and mobilization fees for the storage of petrol based on the price set out in the contract established for the 2016/17 period, compared with an estimate included in the approved budget for the 2015/16 period that was based on the number of generators and the standard rate for start-up missions. The provision for petrol, oil and lubricants is based on actual prior-year expenditure and additional planned activities, in place of an estimate comparable to that of missions in the start-up phase, which was the basis for the provision included in the budget for the 2015/16 period.

	Variance	
Ground transportation	**($23 061.1)**	**(54.7%)**

- **Management: reduced inputs and same outputs**

167. The reduced requirements are attributable primarily to (a) the anticipated consumption of 4.4 million litres of fuel, compared with 10.2 million litres included in the approved budget for the 2015/16 period; and (b) the acquisition of 37 vehicles, compared with 232 included in the approved budget for the 2015/16 period, which were needed in connection with the initial establishment of the fleet for the Mission. The provision for petrol, oil and lubricants under this budget line is based on actual prior-year expenditure and additional planned activities in place of an estimate comparable to that of missions in the start-up phase, which was the basis for the provision included in the budget for the 2015/16 period.

	Variance	
Air transportation	**$30 847.0**	**58.3%**

- **Management: additional inputs and same outputs**

168. The increased requirements are attributable primarily to a change in composition of the fleet, involving a reduction in the number of aircraft from three fixed-wing aircraft, two of which were operated through a cost-share arrangement, to three rented rotary-wing aircraft (tactical helicopters) and a change in the types of the three remaining fixed-wing aircraft to meet medical evacuation, cargo and within-mission and regional travel requirements, making them more costly to operate. The nature of the operations have evolved such that additional flight hours are required for the more costly aircraft, resulting in an anticipated increase in fuel consumption. In addition, an estimated cost of $15,000,000, which represents 75 per cent of the total cost of an unmanned aerial system, has been included in the provision for the turnkey services of the system, compared with $3,000,000 approved for the 2015/16 period, taking into consideration the progress and challenges with regard to the procurement process unique to these services.

	Variance	
Communications	$6 112.8	30.0%

- **Management: additional inputs and same outputs**

169. The increased requirements are attributable primarily to (a) the need for additional commercial communications related to higher transponder charges resulting from the expanded deployment footprint, and the planned implementation of new satellite technology, which will improve the Internet speed and reduce future related transponder charges; and (b) additional maintenance services for the new equipment and infrastructure established during the current period and an increase in the annual contractual personnel rates to $84,000 per person, compared with $72,000 included in the approved budget for the 2015/16 period.

	Variance	
Information technology	$10 913.0	72.5%

- **Management: additional inputs and same outputs**

170. The increased requirements are attributable primarily to:

(a) The acquisition of additional fixed network equipment for enhancements and upgrades such as upgrades to the network infrastructure that was set up at various sites opened during the rapid expansion of the Mission; building of telecommunication towers at sector and regional headquarters, shelters for the headquarters and the sectors to protect the equipment against hostilities and the elements, for three new regional sites and for a redundant system; an increase in bandwidth for access to the Internet and critical applications resulting from the expansion and the surge in the number of sites; and the installation of modern private mobile radio communications systems (TETRA radio) at all locations outside of Bangui and a phase-out of the existing analogue system in order to improve call set-up time, which is a particularly important requirement for the emergency services, group communication support and better economy of frequency spectrum use than the previous radio systems, and to provide advanced security features;

(b) Information technology services for the installation of closed-circuit television systems in all premises of the Mission to improve security, additional computing devices related to the additional staff proposed and authorized uniformed personnel, and from an increase in the annual contractual personnel rates of $84,000 per person compared with $72,000 included in the approved budget for the 2015/16 period;

(c) Maintenance services corresponding to the new equipment and infrastructure established during the current period. The Geospatial Information Services Unit will manage a remote surveillance project to gather field information using an unmanned aerial vehicle at an estimated cost of $620,000, which has been included in the provision for acquisition of equipment and information technology services.

	Variance	
Medical	($666.4)	(7.1%)

- **Management: reduced inputs and same outputs**

171. The reduced requirements are attributable primarily to (a) the non-requirement for outsourcing medical services to third-party vendors. It is proposed that these services be performed in-house by MINUSCA personnel, as described in paragraph 23; and (b) the non-requirement of the acquisition of medical equipment such as X-ray machines, which occurred during the 2015/16 period. The reduced requirements are offset in part by the higher rate of consumption of supplies anticipated for the 2016/17 period commensurate with the additional staff proposed and the anticipated deployment of additional authorized uniformed personnel, compared with the 2015/16 period.

	Variance	
Other supplies, services and equipment	**$11 415.2**	**34.0%**

- **Management: additional inputs and outputs**

172. The increased requirements are attributable primarily to (a) freight costs for the acquisition of various additional equipment, mainly for information technology; and (b) the need to engage individual contractors to undertake additional substantive activities, including support to the Special Criminal Court and in connection with disarmament, demobilization, reinsertion and reintegration and weapons management projects managed by the Mine Action Service.

IV. Actions to be taken by the General Assembly

173. The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic are:

(a) Appropriation of the amount of $931,071,700 for the maintenance of the Mission for the 12-month period from 1 July 2016 to 30 June 2017;

(b) Assessment of the amount of $775,893,100 for the period from 1 July 2016 to 30 April 2017;

(c) Assessment of the amount of $155,178,600 for the period from 1 May 2017 to 30 June 2017, should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 69/257 B and 69/307, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions, as endorsed by the General Assembly

A. General Assembly

Cross-cutting issues

(Resolution 69/307)

The General Assembly:

Decision request	*Action taken to implement decision/request*
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 28)	MINUSCA has implemented the environmental policy and guidelines of the United Nations and will launch an environmental action plan for the Mission. The plan, among other initiatives, includes the purchase of a hybrid power supply system and new contracts for the transportation of waste and for the establishment of waste management yards. During the 2016/17 period, MINUSCA intends to further expand its efforts by establishing waste disposal and treatment facilities at all Mission locations.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 31)	Taking into consideration the departure of skilled labour and professional expertise after repeated crises in the country and difficulties experienced in establishing some contracts for outsourcing services and sourcing qualified contractual personnel, MINUSCA continues to engage local vendors with minor and medium-scale construction projects to build capacity and contribute to the local economy, where feasible. The contractual workforce is composed mainly of local labourers.
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 33)	MINUSCA continues to ensure that internal controls are in place and are compliant with United Nations policies and procedures. MINUSCA ensures that available inventory levels are verified within its integrated warehouse system before undertaking procurement activities and that presentations are made to the Mission leadership in order to advise on cost savings and best practice measures with respect to procurement and asset management.

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 35)	MINUSCA has been working with the Regional Procurement Office in Entebbe, which has established a number of system contracts to be used by the Mission, on various solicitation processes. The contracts established by the Office include, but are not limited to, the supply and delivery of electrical material, cement, tyres and tubes. MINUSCA will continue to rely on the Office for its procurement requirements involving new contracts considered to be complex and of high value and where system contracts do not exist.
Also requests the Secretary-General to present in his budget proposals a clear vision of the construction requirements for each mission, including, as appropriate, multi-year plans, and to continue his efforts to improve all aspects of project planning, including the assumptions underlying the formulation of such budgets, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 36)	The construction requirements related to multi-year projects for the 2016/17 period include the construction of a permanent headquarters in Bangui for the Mission, kitchen and dining facilities, sewage and water systems, four solid and liquid waste management yards as well as the reinforcement of the infrastructure (for example, walls) at approximately 46 locations. In terms of multi-year plans, a provision of $35.8 million is included under the facilities and infrastructure budget line for the 2016/17 budget proposal. MINUSCA foresees the need for another $35.8 million to continue these projects based on the assumption that the construction will be completed by June 2018.
Recalls paragraphs 137 and 143 of the report of the Advisory Committee, welcomes the ongoing roll-out of the aviation information management system across all peacekeeping operations with aviation assets, and looks forward to further reporting on the improvements realized in air operations (para. 37)	This standard web-based system is intended to optimize air operations as well as the aircraft contract management and invoicing processes, and provide real-time monitoring and analytics of the associated data. MINUSCA completed the roll-out of the aviation information management system and the related training session in September 2015. As the system became operational only recently, any improvements will be reported in the context of the performance report for the 2015/16 period.
Requests the Secretary-General to ensure the availability of easily accessible reporting mechanisms for victims of sexual exploitation and sexual abuse (para. 51)	The Conduct and Discipline Team of MINUSCA has implemented reporting measures within the Mission and provided an e-mail address with which staff can report misconduct, including with regard to sexual exploitation and abuse. In addition, through induction training and awareness-raising activities, including through the dissemination of brochures, personnel are informed about where and how to report cases and given general information on sexual exploitation and abuse. The Team also facilitates the gathering of information from the field offices in the area of operations of the Mission with regard to sexual exploitation and abuse. Externally, United Nations agencies and non-governmental organizations are informed about the reporting mechanisms through

Decision/request	Action taken to implement decision/request
	meetings of a task force on gender-based violence and the prevention of sexual exploitation and abuse, of which the Team is a member. During the 2015/16 period, the Mission will activate a hotline and conduct a campaign on sexual exploitation and abuse using the intranet and broadcast and radio messages in cooperation with the Communications and Public Information Office and other components of the Mission.
Requests the Secretary-General to make further efforts to ensure that all personnel are made fully aware of, and remain compliant with, their personal responsibilities regarding the Organization's policy of zero tolerance, upon their arrival in the mission and throughout their deployment (para. 54)	In addition to the action taken by the Mission described above, MINUSCA continues to conduct training on conduct and discipline matters for new personnel through the induction training programme as well as refresher training for military and police personnel. Furthermore, the Mission continues to conduct training for trainers, in which the policy of zero tolerance is explained and reporting mechanisms are presented. A proposal to augment the capacity in the sectors and at headquarters is presented in paragraphs 44 and 45 of the present report.

(Resolution 69/257 B)

The General Assembly:

Decision/request	Action taken to implement decision/request
Requests the Secretary-General to continue to keep under review the Mission's access to appropriate medical facilities, and in this regard also requests the Secretary-General to consider the need for a level III hospital in the Mission area and to ensure that appropriate arrangements are in place to handle medical and casualty evacuation cases to level III and level IV hospitals, and to report thereon in the context of the budget proposal for the period 2016/17 (para. 10)	As a result of joint medical assessments conducted in August 2015, one medical facility in Libreville has been identified as meeting level III standards, and it was recommended that the Mission establish a contract with it. The Mission will pursue the opportunity through the usual procurement process. A contract with a commercial vendor for air ambulance services has been established through the Regional Procurement Office in Entebbe. Furthermore, the air assets of the Mission are utilized to support casualty and medical evacuation requirements as appropriate and this will continue during the 2016/17 period.

B. Advisory Committee on Administrative and Budgetary Questions

(A/69/839/Add.12)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes that the Central African Republic is one of the countries on the agenda of the Peacebuilding Commission. In this connection, the Advisory Committee recommends that the General Assembly request the Secretary-General to include information on peacebuilding activities in his future budget reports (para. 18)	The Peacebuilding Commission held an informal meeting in December 2015 to take stock of the current situation in the Central African Republic, with special emphasis on the electoral process and the end of the political transition. The Peacebuilding Forum has reported that it could potentially allocate $10 million to the Central African Republic, through its Immediate Response Facility window, to address emerging needs, including recommendations of the Bangui Forum, in the light of the political and security developments in the country.
While the Advisory Committee has no objection to the proposed staffing changes, it expects that the proposed outward reassignment and redeployment of three posts in 2015/16 from the Senior Women's Protection Adviser office would not have negative repercussions for the delivery of the mandate concerned. The Committee, therefore, recommends that the General Assembly request the Secretary-General to provide information in this regard in his next budget submission on the Mission (para. 36)	The Senior Women's Protection Adviser ensures the protection of the rights of women and advises senior Mission leadership on issues relating to preventing and addressing conflict-related sexual violence through coordination with counterparts in the Human Rights Division and the Gender Affairs Unit. The reassignment of one P-3 and one National Professional Officer to the Gender Affairs Section and one National Professional Officer to the Human Rights Division, which embedded the functions in those entities, has improved the effectiveness of the coordination between the Senior Women's Protection Adviser, the Human Rights Division and the Gender Affairs Unit.
The Advisory Committee recalls that the Secretary-General had stated that under the support component, 80 proposed posts were expected to be required for a period of two to three years, progressively drawing down in the 2016/17 period as the establishment programme came to an end. Similarly, 41 temporary positions proposed for mission support in handling surge activities would be discontinued after three years. The Committee notes from the information provided to it that (a) the programme is tied to the training of national staff, securing commercial support services, deploying to the regions with necessary infrastructure for activities that are ongoing; and (b) the process for the drawdown and nationalization of staff will start after the completion of the activities. Upon enquiry, the Committee was informed that the Mission intends to phase out these surge-related posts and temporary positions over the 2016/17 and 2017/18 budget periods, if the objectives are achieved and	The 80 posts and 41 temporary positions expected to be required for a period of two to three years, progressively drawing down in the 2016/17 period, was anticipated in the context of resolution 2149 (2014), by which the Security Council established the Mission. Given that the mandate of the Mission has since been expanded and the authorized strength increased for military and police personnel and corrections officers by the Council in its resolutions 2212 (2015) and 2217 (2015), the Mission will keep its staffing levels under review for future periods.

Request/recommendation	*Action taken to implement request/recommendation*
without any adverse impact on the Mission mandate delivery. The Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to include information on the planned drawdown of these posts and positions in his budget submission for 2016/17 (see A/69/641, para. 37)	

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section I):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

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Letter dated 29 January 2016 from the Permanent Representative of Armenia to the United Nations addressed to the Secretary-General

Upon the instruction of my Government, I am writing to convey Armenia's grave concern about the continuing violations of the ceasefire regime by the armed forces of Azerbaijan on the line of contact between Nagorno Karabakh and Azerbaijan, and across the border between Armenia and Azerbaijan during the month of December 2015 (see annex). Azerbaijan's extensive use of grenade launchers and mortars, combined with subversive operations and shelling across the border and the line of contact, continues to claim casualties among civilians and combatants and further escalates the situation in the region.

The total number of casualties during December 2015 — Erik Grigoryan, Garik Avanesyan, Vardan Vardanyan, Karen Grigoryan, Aghasi Grigoryan, Robert Aleqsanyan, Fidar Aloyan and Karen Aqulyan, of the armed forces of Armenia and the defence forces of Nagorno Karabakh — stands at eight. There were also 22 wounded (see annex for details).

Armenia deplores Azerbaijan's continued policy of escalating the situation on the ground, while refusing to demonstrate political will to achieve progress in the negotiations for the peaceful settlement of the Nagorno Karabakh conflict. Azerbaijan bears full responsibility for the lack of progress in the peace process and the escalation of tensions.

While committed to achieving a durable peace, stability and security in the region and investing its utmost towards the settlement of the Nagorno Karabakh conflict exclusively through peaceful means, Armenia will take all necessary and resolute measures to respond adequately to the adventurist and irresponsible actions of Azerbaijan.

I kindly request that this letter be circulated as a document of the General Assembly, under agenda item 34, and of the Security Council.

(*Signed*) Zohrab **Mnatsakanyan**
Ambassador
Permanent Representative

Please recycle

Annex to the letter dated 29 January 2016 from the Permanent Representative of Armenia to the United Nations addressed to the Secretary-General

Violations of the ceasefire by the armed forces of the Republic of Azerbaijan, 1-31 December 2015

In the framework of informational exchange between the ministries of defence of the Republic of Armenia and the Nagorno Karabakh Republic according to the operation data received from the armed forces of the Nagorno Karabakh Republic

1. On the line of contact with Nagorno Karabakh:

   Total number of incidents ~ 3,960
   Total number of shots ~ 52,243

   Small arms and light weapons (~ 5,45-7,62 mm) ~ 40,239; large calibre sniper weapons (~ 12,7-14,5 mm) ~ 1,088; small calibre sniper weapons (~ 7.62 mm) ~ 1,388; large calibre machine guns (~ 12,7-14,5 mm) ~ 3,595; grenade launchers (~ 30-40 mm) ~ 751; multiple-launch rocket system (TR-107mm) ~ 465; small calibre mortars (60-82 mm) ~ 4,309; large calibre mortars (120 mm) ~ 293; anti-aircraft systems (ZSU-23 mm) ~ 90; tank (125 mm) ~ 18; artillery (~ 122 mm) ~ 4; F-1 ~ 3.

2. On the border with Republic of Armenia (see table below):

   Total number of incidents ~ 288
   Total number of shots ~ 5.659

   Small arms and light weapons (~ 5,45-7,62mm) ~ 4.188, Large calibre sniper weapons (~ 12,7-14,5 mm) ~ 263, Small calibre sniper weapons (~ 7.62) ~ 340, Large calibre machine guns (~ 12,7-14,5 mm) ~ 862, Small calibre mortars (60-82 mm) ~ 6.

No.	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
1.	1 December	Sevakavan	0100	Small arms	6	At 1100, near the village of Paravakar, a car was burned in the vineyard due to enemy fire.
2.		Chinari	0150	Small calibre sniper weapons	6	
3.			1815	Large calibre sniper weapons	1	
4.		Paravakar	1030	Small arms	30	
5.			1100	Large calibre machine guns	6	
6.			1540	Small arms	10	
7.			1640	Large calibre machine guns	20	
8.			1650	Small arms	100	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
9.			1830	Small arms	20	
				Large calibre machine guns	20	
10.			2225	Small calibre sniper weapons	3	
11.		Chambarak	1610	Small arms	130	
12.			1730	Small calibre mortars	5	
13.		Aygepar	2225	Small calibre sniper weapons	3	
14.	2 December	Chinari	0945	Small calibre sniper weapons	1	
15.			1355	Large calibre sniper weapons	7	
				Small arms	10	
16.			1725	Large calibre sniper weapons	2	
17.		Aygepar	1055	Small calibre sniper weapons	1	
18.		Berkaber	1225	Small calibre sniper weapons	3	
19.		Sevkar	1240	Large calibre sniper weapons	5	
20.		Voskevan	1600	Large calibre sniper weapons	20	
				Large calibre machine guns	100	
				Small arms	150	
21.			1605	Small arms	50	
22.			1615		50	
23.		Vazashen	2045	Small arms	5	
24.	3 December	Mosesgegh	2045	Small calibre sniper weapons	1	

No	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
25.	4 December	Aygepar	0935	Small arms	1	1. At 0350, near the village of Kengerli, on the line of contact with Nagorno Karabakh, soldier Gevork Nalbandyan received a shrapnel wound in an attack by subversive groups from the Azerbaijani side. 2. At 0430, near the village of Talish, on the line of contact with Nagorno Karabakh, soldier Erik Grigoryan was fatally wounded and Emik Jumshudyan, Pavel Perov, Edik Nazaryan and Enovq Paramazyan were wounded in an attack by subversive groups from the Azerbaijani side.
26.		Chinari	1150	Large calibre sniper weapons	4	
27.		Sevkar	1720	Small arms	25	
28.		Berkaber		Small calibre sniper weapons	3	
29.	5 December	Berkaber	1200	Small calibre sniper weapons	2	1. At 1810, near the village of Taghibeyli, on the line of contact with Nagorno Karabakh, soldiers Varazdat Khachatryan, Roman Harutyunyan and Armen Gasparyan received shrapnel wounds from the Azerbaijani side. 2. At 1845, near the village of Talish, on the line of contact with Nagorno Karabakh, soldiers Shant Hayrapetyan and Mkhitar Saryan received shrapnel wounds from the Azerbaijani side.
30.			1210	Small calibre sniper weapons	2	
31.			1440	Small calibre sniper weapons	7	
32.			1450	Small arms	7	
33.		Vahan	1425	Large calibre sniper weapons	1	
34.		Paravakar	1840	Small arms	3	
35.		Sarigyugh	2010	Small arms	20	
				Large calibre machine guns	15	
36.		Chambarak	2130	Small arms	2	
37.		Yeraskh	2145	Small arms	3	

No	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
38.	6 December	Chinari	0335	Small arms	20	
39.		Berdavan	1610	Small calibre sniper weapons	4	
40.		Daranak	1730	Small arms	10	
41.		Aygedzor	1740	Large calibre sniper weapons	1	
42.		Kayan	2035	Small arms	5	
43.		Berkaber	2140	Small calibre sniper weapons	15	
44.		Baghanis	2330	Large calibre machine guns	4	
45.			2337	Large calibre machine guns	3	
46.		Voskevan	2330	Large calibre machine guns	2	
47.	7 December	Aygepar	1050	Small calibre sniper weapons	1	
48.			2345	Small arms	2	
49.		Koti	1450	Large calibre sniper weapons	1	
				Large calibre machine guns	1	
50.		Aygedzor	1500	Small arms	10	
51.			1507	Small arms	8	
52.		Berqaber	1745	Small arms	45	
53.		Paravakar	2035	Small calibre sniper weapons	3	
54.	8 December	Chinari	0045	Small calibre sniper weapons	2	At 2110, near the village of Kurapatkino, on the line of contact with Nagorno Karabakh, soldier Garik Avanesyan was fatally wounded by fire from the Azerbaijani side.
55.			0048		2	
56.			0100		1	
57.			0104		1	
58.			1800	Small arms	30	
59.			2230		15	

No.	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
60.		Kayan	0950	Small calibre sniper weapons	1	
61.			1220		2	
62.		Paravakar	1355	Small calibre sniper weapons	1	
63.		Aygedzor	1530	Large calibre sniper weapons	20	
				Small calibre sniper weapons	20	
64.			1535	Small calibre sniper weapons	10	
65.		Aygepar	1755	Small calibre sniper weapons	1	
66.	9 December	Yeraskh	0210	Small arms	1	
67.			0215		1	
68.			0225		1	
69.			0228		1	
70.			0236		1	
71.			0313		2	
72.		Chinari	1725	Small calibre sniper weapons	2	
73.		Baghanis	1515	Small arms	50	
74.		Berkaber	1530	Small calibre sniper weapons	3	
75.		Aygedzor	2030	Small arms	40	
76.		Vahan	2315	Small arms	10	
				Large calibre sniper weapons	5	
77.		Vazashen	2400	Small arms	6	
78.	10 December	Yeraskh	0145	Small arms	2	At 1120, near the village of Sarijali, on the line of contact with Nagorno Karabakh, soldier Aleqsey Novikov
79.			1940		6	
80.		Geghamasar	1720		25	
81.		Chinari	2030		2	

No	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
82.		Aygedzor	2155		10	received a shrapnel wound from the Azerbaijani side.
83.		Berqaber	2125	Small calibre sniper weapons	4	
84.			2230	Small arms	5	
85.		Aygehovit	2305		2	
86.	11 December	Berkaber	0005	Small arms	4	1. At 0850, near the village of Marzili, on the line of contact with Nagorno Karabakh, soldier Vardan Vardanyan was fatally wounded by sniper fire from the Azerbaijani side. 2. At 2040, near the village of Yusifjanli, on the line of contact with Nagorno Karabakh, soldier Karen Grigoryan was fatally wounded by sniper weapon from Azerbaijani side.
87.		Kayan	0005	Small calibre sniper weapons	1	
88.			1800	Large calibre sniper weapons	5	
89.			2255	Small arms	3	
90.		Voskepar	0100	Small arms	90	
91.		Aygedzor	1310	Large calibre sniper weapons	8	
92.		Geghamasar	1320	Small arms	25	
				Large calibre sniper weapons	1	
93.		Chinari	1340	Large calibre sniper weapons	4	
94.			2045	Small arms	17	
95.			2100		15	
96.		Vazashen	1750	Small arms	50	
97.		Aygehovit	1830	Small arms	3	
				Large calibre sniper weapons	2	
98.			1835	Small arms	2	
99.	12 December	Kayan	1025	Small calibre sniper weapons	3	
100.			1035	Small arms	20	
101.			1900		20	
102.			1910		15	
103.			1950		30	

No.	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
104.			2020		60	
105.			2025		80	
106.		Chinari	1735	Small calibre sniper weapons	1	
107.			2000	Small arms	10	
108.		Aygehovit	1950		6	
109.			2000	Small arms	15	
110.		Vazashen	2000		8	
111.		Ttujur	2205	Large calibre machine guns	3	
112.			2210	Large calibre machine guns	2	
113.	13 December	Berdavan	0640	Small arms	100	
114.		Vahan	1540	Small arms	5	
115.		Mosesgegh	1930	Small arms	3	
116.		Aygedzor	2305		10	
117.	14 December	Aygepar	0920	Small arms	1	
118.		Arevis	1245		4	
119.		Berkaber	1538	Small calibre sniper weapons	4	
120.		Mosesgegh	1600		1	
121.		Jil	1810	Small arms	30	
122.			1840		25	
123.		Berdavan	2015		70	
124.	15 December	Vahan	1430	Large calibre sniper weapons	2	
125.		Berkaber	2220	Small arms	15	
126.	16 December	Chinari	0005	Small calibre sniper weapons	2	
127.			0017	Small arms	40	
128.			0040		40	
129.			0045		2	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
130.			1720	Small calibre sniper weapons	9	
131.			2025	Small calibre sniper weapons	6	
132.		Mosesgegh	1440	Small calibre sniper weapons	7	
133.		Aygepar	1800	Small arms	2	
134.			2045		6	
135.		Kayan	1820	Small calibre sniper weapons	2	
136.		Berkaber	2000	Small arms	10	
137.		Aygedzor	2115		15	
138.			2200		3	
139.			2207		5	
140.		Yeraskh	2138		3	
141.	17 December	Berdavan	1340	Small calibre sniper weapons	3	
142.		Khndzorut	1415	Small arms	1	
143.		Berkaber	1530		30	
144.		Azatamut	1945	Small calibre sniper weapons	4	
145.			2015	Small arms	4	
146.		Koti	2000	Large calibre machine guns	15	
147.		Chambarak	2100	Large calibre sniper weapons	5	
148.			2110		5	
149.			2117		2	
150.		Jil	2255	Small arms	10	
151.		Aygedzor	2310		15	

No.	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
152.	18 December	Paravakar	1550	Small calibre sniper weapons	3	1. At 0340, near the village of Horadiz, on the line of contact with Nagorno Karabakh, soldiers Aghasi Grigoryan and Robert Aleqsanyan were fatally wounded and soldiers Shahen Baghdasaryan, Tigran Simonyan, Sargis Karapetyan and Vahram Hovhanisyan were wounded as a result of an attack by a subversive group from the Azerbaijani side. 2. At 1830, near the village of Sarijali, on the line of contact with Nagorno Karabakh, soldier Garnik Mushakyan received a shrapnel wound as a result of an attack by a subversive group from the Azerbaijani side. 3. At 2230, near the village of Bash Qarvend, on the line of contact with Nagorno Karabakh, soldier Fidar Aloyan was fatally wounded as a result of an attack by a subversive group from the Azerbaijani side.
153.		Aygehovit	1915	Large calibre sniper weapons	3	
154.		Berkaber	2035	Small calibre sniper weapons	3	
155.	19 December	Vazashen	1100	Small arms	50	1. At 1600, near the village of Yarmja, on the line of contact with Nagorno Karabakh, soldier Khachik Kirakosyan received a shrapnel wound from the Azerbaijani side.
156.			1105		50	
157.			1110	Small calibre sniper weapons	1	
158.			1105	Small arms	10	
				Small calibre sniper weapons	1	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
159.		Daranak	1510	Small arms	30	2. At 1300, near the village of Verin Chaylu, on the line of contact with Nagorno Karabakh, soldier Tevan Avagyan was wounded by fire from the Azerbaijani side.
160.		Geghamasar	1530		8	
161.		Chinari	1800	Large calibre sniper weapons	1	
162.			2140	Small arms	25	
163.			2200		30	
164.	20 December	Yeraskh	0550	Small arms	1	1. At 1035, near the village of Qarvend, on the line of contact with Nagorno Karabakh, soldiers Armenak Arustamyan, Mkrtich Sahradyan and Artak Asryan received shrapnel wounds from the Azerbaijani side. 2. At 1200, near the village of Ashaghi Veysali, on the line of contact with Nagorno Karabakh, soldier Ruben Khachatryan received a shrapnel wound from the Azerbaijani side.
165.		Aygedzor	0620		20	
166.		Khndzorut	1420		2	
167.		Berdavan	1430	Small arms	20	
168.			1520	Small calibre sniper weapons	3	
				Small arms	5	
169.		Vazashen	1825	Large calibre sniper weapons	2	
170.		Azatamut	2000	Small arms	15	
171.		Aygehovit	2030		20	
172.		Vazashen	2305		5	
173.			2325		10	
174.		Karchevan	2125		27	
175.	21 December	Kirants	1125	Small calibre sniper weapons	5	
176.		Berdavan	1610	Small arms	40	
177.			1617		60	
178.		Aygehovit	1615	Large calibre sniper weapons	5	
179.			2000	Small arms	5	
180.		Kayan	1630	Small arms	3	
181.			1633		2	
182.		N.Karmiraghbyur	1740	Small arms	12	
183.		Mosesgegh	1750	Small calibre sniper weapons	1	

No	Date	Direction	Time	Type of weapon	Ammunition	Results of incidents
184.		Aygepar	2020	Small calibre sniper weapons	1	
185.		Agarak	2100	Small arms	20	
186.	22 December	Voskepar	0015	Small arms	200	
187.		Voskevan	0015	Small arms	150	
188.			2110	Large calibre sniper weapons	8	
189.			2130		24	
190.			2200	Small arms	30	
191.			2215		30	
192.			2310	Small calibre sniper weapons	25	
193.			2330	Small calibre sniper weapons	27	
194.			2340	Small calibre sniper weapons	160	
				Small arms	270	
				Small calibre sniper weapons	10	
195.		Mosesgegh	1040	Small calibre sniper weapons	1	
196.			1855	Small arms	1	
197.		Geghamasar	1250	Small arms	30	
					100	
198.		Vazashen	1415	Small arms	20	
				Small calibre sniper weapons	15	
199.			1417	Small calibre sniper weapons	20	
200.		Berdavan	1600	Small calibre sniper weapons	3	
201.		Kayan	1655	Small arms	3	
202.			2310	Large calibre sniper weapons	4	
203.			2320		4	

No.	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
204.		Aygedzor	1925	Small arms	15	
205.		Berqaber	2040		20	
206.	23 December	Voskevan	0015	Small calibre sniper weapons	125	
207.			0025		80	
208.			0100		150	
209.		Voskepar	0050	Small arms	350	
210.		Aygepar	0900		1	
211.		Geghamasar	0920	Small arms	30	
				Large calibre sniper weapons	5	
212.		Paravakar	1245	Large calibre sniper weapons	3	
213.			2110	Small arms	5	
214.		Berdavan	1330	Small arms	20	
215.		Martiros	1420		20	
216.		Kirants	1530		15	
217.		Azatamut	1940		15	
218.	24 December	Mosesgegh	0500	Small calibre sniper weapons	1	
219.		Berdavan	1130	Small arms	20	
220.			2040	Small calibre sniper weapons	20	
221.			2115	Small arms	20	
222.		Azatamut	1305	Large calibre sniper weapons	4	
				Small calibre sniper weapons	5	
223.			1850	Small arms	15	
224.		Paravakar	1520	Small arms	6	
225.		Chinari	1725	Large calibre sniper weapons	10	
226.			1940	Small calibre sniper weapons	5	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
227.		Voskevan	2305	Small calibre sniper weapons	3	
228.		Baghanis			2	
229.	25 December	Yeraskh	0235	Small arms	1	At 1300, near the village of Gyulistan, on the line of contact with Nagorno Karabakh, soldier Karen Aqulyan was fatally wounded by fire from the Azerbaijani side.
230.		Koti	1445	Small arms	10	
231.			2120		10	
232.		Aygedzor	1620		15	
233.			1800	Small calibre mortars	1	
234.		N.Karmiraghbyur	1940	Small arms	2	
235.		Voskevan	2045	Large calibre sniper weapons	12	
236.			2120		15	
237.			2150	Small arms	25	
			2150	Small arms	15	
238.		Voskevan	2215	Small calibre sniper weapons	15	
239.			2240		16	
240.		Berqaber	2145	Small arms	25	
241.			2150		10	
242.			2320		30	
243.			2327		30	
244.		Aygepar	2200		2	
245.	26 December	Berdavan	1215	Small arms	20	
246.			1400	Small arms	50	
				Small calibre sniper weapons	2	
247.		Paravakar	1510	Small calibre sniper weapons	2	
248.			1805	Small arms	10	
249.			1810	Large calibre sniper weapons	10	
250.		Kayan	2000	Small arms	3	
251.		Berkaber	2000	Small calibre sniper weapons	15	
252.			2242		30	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
253.		Aygedzor	2240	Small arms	10	
254.	27 December	Berkaber	0015	Small calibre sniper weapons	25	
255.		Vazashen	0050	Small arms	5	
256.		Paravakar	0225	Small calibre sniper weapons	6	
257.			1840	Small calibre sniper weapons	15	
				Small arms	5	
258.		Yeraskh	1415	Small arms	7	
259.			2025		1	
260.		Sevakavan	1420		2	
261.		Berdavan	1425	Small calibre sniper weapons	5	
262.		Aygepar	1530	Small arms	4	
263.			2310		1	
264.		Chinari	2120	Small calibre sniper weapons	6	
265.	28 December	Voskevan	0340	Large calibre sniper weapons	30	
266.			0355	Large calibre sniper weapons	12	
267.			1800	Small calibre sniper weapons	1	
268.		Vazashen	0400	Small arms	30	
				Small calibre sniper weapons	50	
269.		Berkaber	1320	Small calibre sniper weapons	2	
270.		Paravakar	1405	Small arms	6	
271.		Chinari	1600	Small calibre sniper weapons	2	

No	*Date*	*Direction*	*Time*	*Type of weapon*	*Ammunition*	*Results of incidents*
272.		Yeraskh	1935	Small arms	2	
273.			2030		2	
274.			2300		3	
275.		Berdavan	2100		15	
276.	30 December	Yeraskh	0340	Small arms	1	
277.	31 December	Aygepar	1015	Small arms	3	
278.			1045		6	
279.		Berkaber	1245	Small calibre sniper weapons	5	
280.		Paravakar	1840	Small arms	2	
281.		Aygedzor	1940	Large calibre sniper weapons	4	
282.		Kayan	1955	Small arms	7	
283.			2220		15	
284.		Baghanis	2000		15	
285.		Yeraskh	2040		1	
286.			2130		2	
287.			2255		5	
288.			2340		10	

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Report of the Peacebuilding Commission

Security Council
Seventy-first year

Report of the Peacebuilding Commission on its ninth session

I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 60/180 and Security Council resolution 1645 (2005), in which the Peacebuilding Commission was requested to submit an annual report to the Assembly for an annual debate and review. The report will also be submitted to the Council, pursuant to its resolution 1646 (2005), for an annual debate. The report covers the ninth session of the Commission, held from 1 January to 31 December 2015.

2. On 29 October 2010, the General Assembly and the Security Council adopted resolutions 65/7 and 1947 (2010), respectively, through which the two organs, inter alia, requested the Commission to reflect, in its annual reports, the progress made in taking forward the relevant recommendations contained in the report of the co-facilitators on the review of the United Nations peacebuilding architecture (A/64/868-S/2010/393, annex). Beginning with the report of the Commission on its sixth session, the implementation of relevant recommendations from the 2010 review has been mainstreamed into the reporting on the Commission's policy and country-specific activities. The structure of the three previous reports reflected this development in content and format, placing added emphasis on performance of the main functions in the specific country settings, the role of the membership, the links with parent organs and the themes explored by the Commission.

3. Furthermore, each of the previous three reports included a forward agenda to guide the work of the Commission on country-specific and policy-related engagements in the session following that covered by the report. In order to strengthen the framework within which the Commission conducts its activities, the present report is structured around the elements contained in the forward agenda of the annual report on the eighth session (see A/69/818-S/2015/174, paras. 66-72). The present report will also touch upon the 2015 review of the United Nations peacebuilding architecture and how the Commission has engaged with the recommendations contained therein.

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II. Work of the Commission

4. During its ninth session, the key objectives for the work of the Organizational Committee were the following: adopting more transparent and strategic working methods within the Committee, including a more flexible agenda and increasing inclusivity; improving partnerships with regional and subregional organizations; highlighting peacebuilding needs in the Ebola recovery; and taking forward recommendations of the peacebuilding review. Among the thematic policy priority areas were financing for peacebuilding and gender issues. Several activities were undertaken to meet these objectives. The Committee had opportunities to discuss peacebuilding needs and lessons learned in several countries outside the purview of the Commission's existing agenda, including Burkina Faso, Papua New Guinea and Somalia. To advance peacebuilding within the Ebola recovery, a trip to West Africa was undertaken by the Chair, who participated in the Spring Meeting of the World Bank to draw attention to the issue. A special session on youth and peacebuilding was held in the Committee to discuss how to better include young people's perspectives.

5. Through its country-specific configurations and its broader policy advisory role, the Commission continued to carry out its three core functions of advocacy, accompaniment and sustaining attention; resource mobilization and partnerships; and forging coherence. The Commission further strengthened linkages at the country level with the programmatic activity of the Peacebuilding Fund. The Commission continued to explore ways in which to adopt more flexible and lighter working methods, including follow-up on the work of its first annual session to commemorate Peacebuilding Day[1] (in June 2014) and forging closer interaction and engagement among the relevant stakeholders in New York and those from Member States' capitals on key international peacebuilding challenges. Reflecting the convening role of the Commission as a central aspect of the exercise of its advisory function to the General Assembly and the Security Council, the Commission convened thematic and country-specific meetings at its second annual session held in June 2015. A list of the activities undertaken by the Commission will be made available in a separate document, to be posted on the website of the Commission.[2]

6. The current reporting period coincided with the 2015 review of the peacebuilding architecture, mandated under paragraph 5 of General Assembly resolution 65/7 and Security Council resolution 1947 (2010). On 15 December 2014, building on the advance preparation carried forward by the Organizational Committee, the Presidents of the Assembly and the Council transmitted to the Secretary-General the terms of reference for the conduct of the 2015 review and requested that he proceed as proposed therein. Subsequently, the Secretary-General appointed an Advisory Group of Experts on the Review of the Peacebuilding Architecture, whose report was drafted along the lines indicated in the terms of reference. The report (see A/69/968-S/2015/490) was submitted to the Assembly and the Council on 29 June 2015. On 6 July 2015, the Presidents of the Assembly and the Council appointed the Permanent Representatives of Australia and Angola as co-facilitators of an inclusive intergovernmental process established to review the

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[1] See para. 14 of the declaration of Heads of State and Government of the members of the Commission, entitled "Peacebuilding: the way towards sustainable peace and security" (PBC/6/OC/6).

[2] http://www.un.org/en/peacebuilding/.

findings and consider the recommendations contained in the report of the Advisory Group of Experts.

7. The Commission discussed the findings and recommendations of the Advisory Group of Experts at a number of informal meetings. On 29 September, the Government of Sweden, the International Peace Institute and the Dag Hammarskjöld Foundation convened a ministerial-level panel discussion entitled "Champions for a new approach to peacebuilding", highlighting "sustaining peace" as the core activity of the United Nations. On 30 and 31 October, the Dag Hammarskjöld Foundation and the Peacebuilding Support Office co-organized an informal retreat at the ambassadorial level with the participation of the President of the General Assembly, the Deputy Secretary-General and other senior United Nations officials. The retreat, whose theme was entitled "Realizing the potential of the United Nations peacebuilding architecture: the 2015 review and beyond", offered an opportunity for members of the Commission to discuss the 2015 review, including key issues such as the centrality of sustaining peace, the role of the Commission in bringing intergovernmental and operational coherence to the United Nations, and the need for increased and more predictable financing for peacebuilding, including for the Peacebuilding Fund. In addition, the recommendations contained in the report influenced the work of the Commission during its ninth session. The Chair actively worked to implement the recommendations pertaining to partnership with regional actors and the adoption of more flexible modes of operation in the Organizational Committee.

A. Follow-up to the first and preparation for the second annual session (June 2015)

8. Building on the first-ever annual session of the Peacebuilding Commission (held in 2014) on "Sustainable support for peacebuilding: the domestic and international aspects", the second annual session of the Commission was organized, on 23 June 2015, to discuss "Predictable financing for peacebuilding: breaking the silos". The discussion was timely, following closely on the heels of the issuance, on 17 June 2015, of the report of the High-level Independent Panel on Peace Operations on "uniting our strengths for peace: politics, partnership and people" (see A/70/95-S/2015/446) and providing some final inputs before the finalization of the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture. The meeting provided an opportunity for Member States to develop further views ahead of the Third International Conference on Financing for Development and the finalization of the Sustainable Development Goals later in 2015. The discussion benefited from statements made by the President of the African Development Bank, Donald Kaberuka, and the Deputy Secretary-General, and presentations made by the World Bank, the International Monetary Fund (IMF), the Economic Commission for Africa (ECA) and representatives of civil society.

9. Focusing in his remarks on predictable financing and the fragmented international aid architecture, Mr. Kaberuka highlighted the need to ensure that funds were earmarked for peacebuilding. He stressed the fact that otherwise, traditional development assistance would naturally gravitate towards the rewarding of performance which is inherently weak in countries emerging from conflict. Speakers further highlighted the need to reduce supply-side fragmentation through orientation towards national programmes, including by providing resources

"on-budget" and through national institutions. To be successful, such nationally led programmes required political leadership and vision, especially as many of the institutions that needed to sustain peace, such as those covering security, justice and local governance, were of a highly political nature. The cost-effectiveness of investing in prevention was highlighted. The Peacebuilding Fund was identified as a proved instrument through which to channel such investments, and participants called for a scaling up of contributions. More attention should be paid to alternative resources for the financing of peacebuilding, including private sector capital, South-South cooperation and remittances.

10. The annual session also addressed the question of domestic resource mobilization. The discussions revealed the opportunities offered by domestic resources. Increased revenues were a key indicator of political commitment to and leadership of nation-building. It built the confidence of international actors with respect to greater investment (both public and private) and could enable the underwriting of more sustainable programmes and solutions that were led nationally. However, donors were often averse to investing in such financial systems, or limited themselves to the provision of narrow technical assistance without a political accompaniment to such processes. Several participants emphasized the need to build capacity on a subnational level for more efficient and visible collection and service delivery, while others expressed their belief that close connections might exist among domestic revenue, natural resources and corruption issues. The discussions referenced the report of the High-level Panel on Illicit Financial Flows from Africa,[3] and called for greater efforts to support the accountable management of natural resources and address issues such as trade mispricing.

11. In closing, the Minister for Foreign Affairs of Sweden, Margot Wallström, in her capacity as Chair of the Commission, along with the Presidents of the General Assembly and the Security Council, highlighted the need for integrated and coherent development and security strategies in post-conflict countries as a means of addressing fragmented and siloed approaches to peacebuilding funding. In many ways, the conclusions of the Commission's annual session foreshadowed recommendations presented in the review of the peacebuilding architecture and discussed in a variety of forums subsequently through 2015. Some of the key issues included the need for increased programmatic support for building critical institutions capable of sustaining peace, whether through the budgets of peacekeeping missions, increased support to the Peacebuilding Fund or additional resources provided to countries; the need for integrated security and development strategies designed to counteract fragmentation; the need to set aside resources to ensure that peacebuilding and conflict prevention are taken into full account, including through the Peacebuilding Fund; the need to direct more funding through national institutions and in support of building national capacity, at capital and local levels, particularly in the areas of security and justice; the need for more alternative means of financing, through, for example, South-South cooperation, private sector sources, remittances and improved domestic revenues; and the need for improved communication to highlight the successes of prevention, which are not always obvious or tangible.

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[3] Available at http://www.uneca.org/iff.

B. Integrate the perspectives of regional actors

12. During the reporting period, the Commission continued its efforts towards strengthening engagement with regional and subregional actors in policy-related and country-specific activities. In several of the country-specific discussions convened by the Commission, the role of neighbouring countries, the African Union, and subregional organizations has been highlighted as a crucial element as regards support to political processes and the response to potential sources of instability. Therefore, in the context of both country configuration meetings and country-specific discussions convened by the Organizational Committee, the Commission placed greater emphasis on the need to be inclusive and to actively engage with regional partners. In this connection, the Committee discussed the transition in Burkina Faso and sustainable financing for peacebuilding in Somalia. The discussions were held on the Chair's initiative and exemplified how the Commission can provide key regional partners with a platform.

13. The members of the Commission from African States continued to articulate a regional perspective on peacebuilding through the political caucus established in the previous session. There were numerous opportunities for the exchange of views on ways to integrate the perspective of regional actors in the work of the Commission, including a working luncheon organized in May by the Chair of the Commission with the caucus and representatives of the African Union Commission, the Economic Community of Central African States (ECCAS) and the Economic Community of West African States (ECOWAS). On that occasion, several participants called for an institutional partnership between the Commission, the African Union and the African subregional organizations. Participants also noted that the recurring situations of relapse in Africa despite significant regional and United Nations investments point to the absence of critical analysis of both the root causes and the drivers of conflict on the continent.

14. A similar type of luncheon, organized in October by the Chair, together with the Chairs' Group and the countries on the agenda, represented a first opportunity to discuss with a number of representatives of regional economic communities how to establish stronger partnership between the Commission and those communities, to hear their views on the peacebuilding challenges in their respective subregions, and to discuss how the Commission can best leverage and add value to peacebuilding in their regions. Representatives from the Common Market for Eastern and Southern Africa (COMESA), ECCAS, the East African Community (EAC), ECOWAS, the Southern African Development Community (SADC), the Intergovernmental Authority on Development (IGAD) and the African Union participated in the luncheon. The need for enhanced conflict prevention was highlighted especially, as was the need for predictable investments in efforts to sustain peace. Further, a need for continued dialogue on these issues was expressed by several actors.

15. The importance of the Commission's work with regional actors such as the African Development Bank and the Economic Commission for Africa (ECA), to enable a more coherent response to critical peacebuilding needs, was further underscored at its annual session of 23 June discussed above. The Commission also highlighted the recommendations of the peacebuilding review and the peace operations review on the importance of strengthening our links with regional organizations, including in the area of conflict prevention, inter alia, at a meeting of the Ad Hoc Working Group of the Security Council on Conflict Prevention and

Resolution in Africa, on the theme "Preventive diplomacy in Africa: the role of the African Union and its cooperation with the United Nations", at which the Chair spoke on behalf of the Commission.

16. With regard to country-specific activities, the Commission played an active and important role in fostering the provision of coherent regional support to the authorities of Guinea-Bissau for addressing the most pressing national priorities. The Government of Guinea-Bissau demonstrated ownership in setting the agenda for development with a long-term vision by developing Terra Ranka, a 10-year national development strategy focused on improving governance and access to basic services, eradicating poverty and promoting economic prospects. This was launched at the international partners' conference on Guinea-Bissau, organized in Brussels in March, reinforcing a positive outlook in respect of the country's comprehensive peacebuilding priorities. Along with the support of the Commission, $10 million in catalytic financing was allocated by the Secretary-General at the event from the Peacebuilding Fund. The Government's leadership generated trust among the members of the international community, including neighbouring countries, which translated at the Brussels conference into an unprecedented mobilization of 1.2 billion euros.

17. The commitment and determination of international partners in respect of supporting the stabilization of Guinea-Bissau in a coordinated manner was tested during the three-month impasse following the President's dismissal of the Government of the Prime Minister, Domingos Simões Pereira, in August. In this connection, the Peacebuilding Commission fully supported the mediation roles of ECOWAS and the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) in aligning the region behind a swift resolution of the crisis.

18. In Burundi, the Commission increased its collaboration and interaction with regional actors, including United Nations entities/representation and regional organizations in Africa. The Commission supported the work of the Special Envoy of the Secretary-General for the Great Lakes Region in accompanying the electoral process in Burundi. This engagement intensified during the crisis that erupted at the end of May, with the Special Envoy regularly briefing the Commission on the situation in Burundi and on his efforts to facilitate a political dialogue during the crisis.

19. Furthermore, the Commission rallied its support behind regional and subregional initiatives on the crisis in Burundi, for example, by encouraging the implementation of decisions and recommendations taken by the Heads of State of the East African Community and by the African Union Peace and Security Council. Member States leading EAC, the United Republic of Tanzania in its capacity as Chair of EAC and Uganda in its capacity as mediator for Burundi were invited by the Commission to update members on progress made in the resolution of the crisis. Funds from the Peacebuilding Fund were allocated in support of the Commission's advocacy and the work of the African Union, including through the financing of the Office of the United Nations High Commissioner for Human Rights which is working with African Union monitors. Funds were also allocated to complement regional efforts by the backing of national dialogue efforts through national civil society organizations, connecting various local dialogue initiatives.

20. During his visit to Burundi in November, the Chair of the Burundi configuration also visited Uganda and the United Republic of Tanzania, where he

had fruitful discussions with the Minister of Defence of Uganda, Crispus Kiyonga, who was charged by the President of Uganda, Yoweri Kaguta Museveni, to lead the EAC mediation process. In Dar es Salaam, the Chair exchanged views with the authorities of the United Republic of Tanzania on the situation in Burundi. As a follow-up to his regional visit, the Chair held consultations with the World Bank and IMF in Washington, D.C.

21. In the Central African Republic, following the Bangui forum, several recommendations were adopted, identifying the short- and medium-term priorities of the transitional authorities. The Commission's Central African Republic configuration continued to encourage useful discussions among all key stakeholders with the intention of framing political consensus within the context of those priorities. In this vein, the Commission has promoted coherent efforts to strengthen national ownership and regional alignment with respect to medium- to long-term peacebuilding objectives. At the high-level meeting on the Central African Republic, convened by the Secretary-General on 1 October 2015, the Minister for Foreign Affairs and Cooperation of Morocco, Salaheddine Mezouar, delivered a speech on behalf of the members of the Central African Republic configuration, in which he highlighted the Commission's engagement in support of the transitional political process in the country. The meeting presented an opportunity for key stakeholders, including from the subregion, to reaffirm their commitment to the Central African Republic and the restoration of long-term peace and stability in the country.

22. Furthermore, both the Special Representative of the Secretary-General, Head of the United Nations Regional Office for Central Africa (UNOCA) and United Nations representative in the International Mediation on the crisis in the Central African Republic, and the Special Representative of the Secretary-General and Head of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) were invited by the Commission to brief the Central African Republic configuration on several occasions. They shared with the members their valuable insights on the situation on the ground. The Commission was also active in raising awareness on the lack of funding, particularly for the elections. In this context, Peacebuilding Fund financing was allocated in support of the Bangui forum, building on regional mediation, and funds were also allocated, exceptionally, in support of the elections process at a time when lack of funding was the key obstacle.

23. The Commission consolidated its constructive relationship with the Special Representative of the Secretary-General and Head of the United Nations Office for West Africa (UNOWA) in fulfilling its mandate in Guinea, accompanying both the electoral process and the post-Ebola recovery efforts. The Chair of the Commission travelled to the three countries affected by Ebola in May, and included a trip to Dakar, where the impact of Ebola on the political processes in the region and opportunities to harness the regional approach to post-Ebola recovery efforts were discussed with the Special Representative.

24. Furthermore, the Special Representative of the Secretary-General and Head of UNOWA regularly briefed the Guinea configuration of the Commission on his efforts in accompanying the dialogue process in Guinea, ahead of the presidential elections. For its part, the configuration provided advice and support to the Special Representative with respect to his role in intercountry dialogue, including through

statements by the configuration. During her trip to Guinea from the end of May to the beginning of June, the Chair of the Guinea configuration met with the Special Representative of the Secretary-General. They reinforced each other's messages on the urgency of a consensus on the pending issues which were critical to a peaceful conduct of the presidential elections. The Guinea configuration of the Commission expressed its support for the agreement reached in August and, later, for the holding of the presidential elections in October in a peaceful manner.

C. Focus and sustain attention on the long-term impacts of the Ebola outbreak

25. During the reporting period, the Commission played an important role in drawing attention to the peacebuilding-related implications of the Ebola crisis, providing an intergovernmental platform for a comprehensive and long-term response. The collective and determined action taken by Member States during the very early stages of the Ebola outbreak demonstrated the ways in which the Commission could play to its political strengths. It helped generate a response from the international community and other parts of the United Nations system, particularly in respect of focusing on the risks posed by the crisis to the overarching peacebuilding gains made by the three most-affected countries. The Commission's early lead was strengthened by Peacebuilding Fund financing made available through quick reprogramming in order to fill funding gaps related to social and political tensions which were emerging despite significant resources available to Ebola-affected countries for the health response. Reprogramming in Sierra Leone supported professionalization among security actors engaged in the health response, while in Guinea, the Fund reprogrammed part of its resources to help prevent violent incidents in Ebola-affected areas, in particular Guinée forestière, which was later declared to be the first Ebola-free region in the country. The Commission followed up on the United Nations assessment on the impact of the Ebola outbreak in the areas of security, local governance, political institutions, social cohesion and economic recovery, taking into consideration a comprehensive regional and longer-term approach. As a result, the terms of reference of the Ebola recovery initiatives led by the United Nations included key areas identified by the Commission.

26. The Ebola outbreak revealed extensive and continued challenges in poverty reduction, access to education and youth employment. Therefore, it was also noted that ensuring sustainable peace in the countries affected and minimizing the risk of renewed conflict would require continued investments in these areas and in measures to reinforce trust in State institutions. The Chair welcomed the interest expressed by many stakeholders in renewed subregional cooperation, as reflected in the joint Mano River Union regional Ebola recovery strategy. The need for a more holistic and well-coordinated approach by the United Nations system and the international community (including donors) to the Ebola recovery efforts was highlighted, especially at the subsequent high-level meetings on Ebola, including the Secretary-General's pledging conference in July 2015.

27. In order to provide a more coherent response to the crisis, to keep the momentum and raise awareness on long-term peacebuilding issues in the midst of a health crisis, the Commission adopted a flexible mode of engagement which brought together the representatives of the three affected countries and the Chairs of the respective configurations within the framework of the Organizational

Committee. In this regard, the Commission, upon the Chair's return from his visit to West Africa, convened a special session on 14 April. At this special session, the United Nations Development Programme (UNDP) highlighted some of the gaps and challenges identified in the areas of governance, peacebuilding and core government functions within the national Ebola recovery plans, including fostering the State-society relationship, promoting civic engagement and strengthening cohesive societies which hold government to account.[4] UNDP also emphasized the importance of strengthening the articulation of the objectives of post-Ebola peacebuilding, which had been limited to security and administration in the national plans. The Commission agreed that the Chair would participate in the World Bank/IMF Spring Meetings on the Ebola recovery to convey a number of key recommendations, including the need for the international community to remain committed to Guinea, Liberia and Sierra Leone in order to ensure that important peacebuilding needs were addressed in the recovery phase.

28. On a number of occasions, the Guinea, Liberia and Sierra Leone configurations provided updates on the crisis to the wider membership. An important outcome of these discussions was the understanding that key lessons from the Ebola crisis response — including on the role of national and local community leadership and ownership, the need for a regional approach, and the opportunity for maintaining broad international engagement — should be guiding the involvement of the Commission in the Ebola recovery phase as well. National stakeholders requested that the Commission continue advocating for international attention so as to maintain the momentum and to ensure that the international community stood by its commitments and pledges. The Commission was encouraged to adopt a role in supporting key peacebuilding priorities in national recovery efforts. This required collective efforts by all of the members of the Commission in respect of promoting peacebuilding priorities in all relevant forums and working in the areas of their different comparative advantages.

29. The Ebola crisis revealed outstanding challenges related to the consolidation of peace which need to be addressed by the international community. In this connection, the informal expert-level meeting of the Sierra Leone configuration held on 21 May highlighted the important role that the Commission can play in providing policy advice and enhancing coordination with all relevant actors in efforts towards capacity-building.

30. The Commission closely monitored the ongoing recovery efforts in Sierra Leone, taking into account the political and socioeconomic developments in the country, particularly through the issuance of statements and the convening of informal meetings. In December, the Commission issued a statement of congratulations to the Government and people of Sierra Leone on their having been declared Ebola-free. Further, the informal meeting held on 7 December became a

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[4] On 25 November 2014, following up on the outcome of the numerous meetings of the Commission dedicated to the fight against Ebola virus disease, the Chair addressed a letter to the Secretary-General requesting that the United Nations undertake an assessment of the impact of Ebola on post-conflict peacebuilding efforts in Guinea, Liberia and Sierra Leone. In his letter, the Chair stressed the importance attached by the Commission to the impact of the outbreak in the areas of security, local governance, political institutions, social cohesion and economic recovery. In his letter dated 17 December 2014 in response to the letter of the Commission, the Secretary-General informed the Commission that UNDP would lead the United Nations initiatives on Ebola-related recovery.

platform which brought together government representatives, the African Union, ECOWAS, the Mano River Union, the Department of Political Affairs of the Secretariat/United Nations Office for West Africa, UNDP and the United Nations country team, including the Resident Coordinator a.i. The discussion facilitated a re-examination of a coherent strategy for the Commission's engagement during Sierra Leone's recovery and progress in the post-United Nations mission drawdown.

D. Improve the advisory function with regard to and the modality of interaction with the General Assembly and the Security Council

31. The Commission continued to explore ways to strengthen the advisory function with regard to and improve interaction with the General Assembly and the Security Council. It pursued three tracks in its relations with the Council, consisting in: (a) the fourth informal interactive dialogue co-organized by the President of the Council and the Chair of the Commission; (b) a periodic stocktaking, at the expert level, coordinated by Malaysia; and (c) formal briefings to the Council on country-specific and thematic issues.

32. The informal interactive dialogue between the members of the Security Council, the Chairs of the Commission and the countries on its agenda was held on 25 June. The meeting, to which the Deputy Secretary-General was also invited as a briefer, offered an opportunity to discuss practical ways of strengthening the future role of the Commission in support of the Council. Particular emphasis was placed on its advisory role once the Council has mandated a peace operation, during the drawdown and transition of a mission and beyond the lifespan of a mission. The meeting highlighted the nature of the Commission's advisory role with respect to the Council, which was centred on enhancing efforts aimed at preventing lapses and relapses into conflict. By providing context-specific and tailored advice, the Commission could ensure that national priorities were factored into the Council's mandate design and implementation. The convening role of the Commission was also underlined, it being noted that, by bringing together security and development actors, including at the regional and subregional levels, the Commission was well positioned to bring a peacebuilding perspective to the deliberations of the Council. It was noted that, within the context of a focus on the drawdown and transition phase, the Commission could play a critical role in sustaining the attention of regional organizations and international financial institutions as directed towards national peacebuilding priorities. The discussions also referred to the importance of the Commission's engagement whenever a country believed that it could benefit from international support during a political transition. With regard to the practical modalities for strengthening the advisory role of the Commission, some participants recommended more regular engagement with the Council and more forward-looking planning of field visits, ahead of the Council's discussions. As highlighted in the recommendations contained in the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture, the Peacebuilding Fund is also poised to provide support during the drawdown phase, to assist in the transfer of continuing peacebuilding support tasks from peace operations to United Nations country teams, aligned to the political accompaniment of the Commission.

33. At its formal meeting held on 11 March, the Organizational Committee elected Malaysia to succeed Rwanda as coordinator of the periodic stocktaking exercise of the Commission's advisory function with respect to and the modality of interaction

with the Security Council. At an informal expert-level meeting held on 20 November, the stocktaking exercise focused on the advisory role of the Commission in connection with the situations in Burundi, the Central African Republic, Guinea-Bissau and Liberia. The discussion highlighted the important work done by the Commission through some of its configurations and the need to keep the tenor of the relations between the Commission and the Council flexible and pragmatic. Some participants underscored the importance of reinforcing an informal dialogue at several levels in order to strengthen the advisory role of the Commission. The dialogue with the Council's presidency on the planning of forward activities can help ensure that the Commission provides its advice at the appropriate time. Some participants also expressed their view that the Commission's diverse membership and flexible outreach to regional and subregional organizations could play an important role in complementing the work of the Council in country-specific contexts.

34. In connection with thematic and country-specific briefings to the Security Council, the Commission had addressed the Council on a number of occasions. On 19 January, at the Council's debate on inclusive development for the maintenance of international peace and security, the Chair stressed the importance of inclusion as a central aspect of peacebuilding. In this connection, he noted that the Commission was well positioned to provide advice on issues that touched on the concerns of the Council and the General Assembly, such as the ways in which inclusive socioeconomic development contributes to peace and security and reduces the risk of the emergence of or the relapse into violent conflict.

35. On 17 November, the Chair briefed the Council, at its open debate on security, development and the root causes of conflict, in connection with the item entitled "The maintenance of international peace and security". In his briefing, the Chair mentioned three shifts that needed to occur in order to sustain peace. First, preventing lapse and relapse into conflict should move to the forefront of United Nations engagement, and build on the realization that building peace was primarily a political process which required sustained and long-term engagement. In this connection, the Chair noted that the process of building and sustaining peace took time and that there was a need to adjust our horizons by shifting from the standard programme cycles of from 3 to 5 years, to frameworks with a span of from 15 to 30 years. Second, he underlined that peace could only emerge from within societies, and build on inclusive national ownership. The Commission represented a unique and inclusive platform where national authorities had the opportunity to engage with international partners, including regional actors. Finally, the Chair underscored the important role that the Commission could play in facilitating a coherent approach of all international actors to effectively addressing the root causes of conflict.

36. With regard to country-specific briefings, the Chairs of the country-specific configurations provided the Council with substantive updates on key peacebuilding priorities in their respective countries. On Liberia, the Chair continued to underline the need for sustaining and strengthening peacebuilding gains, especially in light of the post-Ebola efforts and the drawdown of the United Nations Mission in Liberia (UNMIL). The Chair also stressed the importance of a more harmonized and integrated framework for addressing those challenges and underlined the important work that the Commission was carrying out in that connection.

37. At his briefing to the Security Council held in early February, the Chair of the Guinea-Bissau configuration underscored his optimism with respect to the country at a time when, after decades of political instability, the 2014 elections had brought a general sense of opportunity and forward impetus, despite well-known factors of continuing institutional fragility. The gains of stabilization suffered a serious setback in June, however, when differences between the President of Guinea-Bissau, José Mário Vaz, and the country's Prime Minister, Domingos Simões Pereira, resulted in the President's dismissing the Government over an alleged lack of concrete results in the implementation of reforms. A three-month-long impasse ensued until Carlos Correia was nominated as Prime Minister in September and the confirmation of his cabinet of ministers brought a sense of normality. During the stalemate, the Chair of the configuration raised his concerns to the Council regarding the impact of the political crisis and urged stakeholders to intensify their efforts to restore stability promptly.

38. In addressing the Security Council after visiting Bangui in May, the Chair of the Central African Republic configuration advocated for scaling up wider support for efforts to tackle pressing issues in the country, such as the weakness of the judicial system, and the need to strengthen governance structures and institutions, and to foster dialogue, inclusivity and reconciliation across the country. The absence of significant progress in those areas would continue to pose obstacles to maintaining progress in sustaining peace. In this regard, and while recognizing that the end of the transitional period was crucial for the future of the country, the Commission strongly emphasized the urgency of creating an environment conducive to the holding of elections. The Commission's position on the need for institution-building was supported through investments by the Peacebuilding Fund in the restoration of State authority and reconciliation.

39. In January, the Chair briefed the Security Council on Burundi and advised the Council to remain engaged, following the departure of the United Nations mission. During his visit to Burundi in November, the Chair briefed the Council from Bujumbura on the situation in the country — and at a critical moment inasmuch as the Council was preparing to adopt a resolution. He reiterated the Commission's call to end the ongoing violence and human rights violations; cautioned against inflammatory rhetoric; and expressed hope that the Government would engage in an inclusive and genuine dialogue process with the goal of restoring the trust of the people of Burundi. The Commission was backed in its advocacy for dialogue with financing from the Peacebuilding Fund for a variety of dialogue initiatives with civil society and women at the country level.

E. Develop a strategy to strengthen the gender perspective in country-specific engagement

40. To strengthen and operationalize its commitments on gender equality, as affirmed, for example, in the declaration of the members of the Commission on women's economic empowerment for peacebuilding of 26 September 2013 (PBC/7/OC/3), and ensure a more structural integration of gender aspects in its work, the Commission decided in the forward agenda set out in its report on the eighth session (para. 71) that in 2015, it would initiate a discussion on a strategy for mainstreaming a gender perspective in its country-specific engagement (hereinafter referred to as the "gender strategy"). The objective would be to strengthen the

Commission's engagement on gender-related aspects of peacebuilding in countries on its agenda and to provide for a framework for generating and disseminating knowledge in the area of women's participation in peacebuilding. Once elaborated through a consultative process and endorsed by the Commission, the strategy would help support the implementation of the commitments of the Secretary-General and Member States on gender-responsive peacebuilding.

41. The first phase of the development of the gender strategy was undertaken in late 2015: it aimed at capturing existing knowledge and practices in countries on the Commission's agenda through a light desk review which led to a brief series of case studies on the Commission's engagement on gender equality and women's empowerment. The key finding emanating from this first phase was that the Commission's engagement on gender issues, while uneven, has increased in recent years. All current instruments of engagement by the existing country configuration recognize, with varying degrees of emphasis, the role that women play in building peace. However, translating formal commitments into concrete action has not been systematic and often relies on the personal engagement of the Chair. At the same time, Commission field-level action, such as meetings with women civil society organizations and national leaders such as gender ministers, could also better feed into the work of the configurations and of the Commission at large. Strong gender capacities on the ground are also the condition for dedicated quality programming on gender and peacebuilding which can help turn policy commitments into action and has also proved capable of feeding into a greater strategic leverage of discussions on gender and peacebuilding. Some of the key entry points for the Commission's improvement of its work on gender equality and women's participation include: strengthening the integration of gender issues in all of the Commission's instruments of engagement and their reviews; regularizing in-country consultations with women from civil society and the national gender machinery; increasing the advocacy role of the Commission on the importance of dedicated gender expertise and funding at the country level; and facilitating regular briefings and provision of gender-sensitive analysis of country-specific situations to the Commission at global and country levels.

42. Following up on the desk review, the Commission agreed that a second phase of the development of the strategy will take place in 2016, on the basis of the country-based knowledge-building and analysis undertaken in 2015. The full-fledged strategy would identify a series of priority interventions for the Commission in its engagement on gender equality and women's participation at the country level, together with the key messages that should be systematically promoted by the Commission at both the global and the country level. The roll-out of the strategy is expected to begin in the third quarter of 2016.

F. Improve the working methods of the Commission

43. It has been increasingly recognized that, in order to allow for the active engagement and participation of each member of the Commission, there is a need for a predictable, transparent and long-term calendar of Commission meetings and activities. Therefore, at the first meeting of the Organizational Committee of the ninth session, the Chair, the Chairs of the configurations and the Chair of the Working Group on Lessons Learned presented the calendar of work of the Committee for the period extending up to August. A similar initiative was taken in

September by the Chair, who presented the workplan, extending until the end of the year, of the Organizational Committee and that of the Liberia configuration.

44. The Commission has also improved the quality of its flexible and light engagement by introducing ad hoc country-specific meetings within the framework of the Organizational Committee. In response to specific requests for advice from the Governments of Papua New Guinea, Burkina Faso and Somalia, the Commission convened three meetings which, by bringing together the country concerned, the membership of the Commission, regional actors and United Nations entities, demonstrated the relevance of the Commission as a broad-based platform for policy development.

45. The meeting on Papua New Guinea sought to highlight good practices arising from United Nations engagement in the country with the support of Peacebuilding Fund financing. In respect of key peacebuilding needs identified by the Government of Papua New Guinea, particularly in the area of the Autonomous Region of Bougainville, the rapid provision of catalytic and responsive support enabled through funds allocated by the Fund was well recognized.

46. With respect to the Peacebuilding Fund, an informal discussion was held regarding the possibility that countries declared formally eligible by the Secretary-General to access the Fund would engage to varying degrees with the Organizational Committee. This engagement could take the form of an initial briefing on the motivations and plans of the country in terms of the peacebuilding assistance that it seeks, along with an occasional update.

47. The Commission provided an inclusive platform to the authorities of Burkina Faso for sharing their experiences with regard to the political transition in place following the popular uprising of 2014. It was noted that the priorities for the transitional Government included ensuring the continuity of the State, the organization of free and credible elections, social cohesion and national reconciliation. The representatives of Burkina Faso underlined, however, that the support of the international community for the upcoming elections and beyond would be crucial. Several participants noted that the meeting constituted a good example of how a more flexible Commission, which brings together national authorities, regional partners and United Nations actors, could lead to a noticeable improvement in the Commission's exercise of its advisory functions as related to the General Assembly and the Security Council.

48. The meeting on Somalia, which was organized as a follow-up to the second annual session of the Commission, offered an important opportunity to discuss the issue of predictable funding for peacebuilding through its focus on a concrete case study. The Commission discussed how pooled funding through the Multi-Partner Trust Fund, in cooperation with the World Bank and the African Development Bank, represented an important model of how to ensure coordination, reduce fragmentation and usher in sustainable peace. How the Peacebuilding Fund funded priority areas as identified by the government-led planning process was highlighted, as well as how a mechanism to pass funds directly through government accounts was developed. This mechanism, designed in explicit collaboration with the World Bank, provided the Government with the opportunity to demonstrate its capacity to manage funds, thus building confidence with other donors. The Commission noted that national ownership, solid national institutions and a strong leadership on the ground were essential.

49. Addressing the peacebuilding-related implications of the Ebola crisis represented another way in which the Commission can be engaged. The continued interaction among the Guinea, Liberia and Sierra Leone configurations throughout the Ebola crisis, under the leadership of the Chair of the Commission, had constituted an important platform, from the outset of and during the crisis, for discussing and raising international awareness on the impact of the Ebola outbreak on long-term peacebuilding.

50. The Commission further consolidated existing practices of meetings in different formats according to the content and scope of the issues being discussed. In some configurations, discussions at the technical level were used to prepare for ambassadorial-level meetings. The Commission also used informal settings to iron out issues and mobilize specialized inputs in the preparation of ambassadorial-level policy meetings.

G. Emerging cross-cutting issues

51. In November, the Commission convened a meeting on young people's role in sustaining peace, which provided an opportunity for Member States to exchange views on recent developments in the field of youth and peacebuilding, stemming from the thematic debate on the role of youth in countering violent extremism and promoting peace, organized by Jordan during its presidency of the Security Council in April 2015, and the Global Forum on Youth, Peace and Security, held in Amman in August 2015 and co-organized by the United Nations and partners from civil society organizations. At the meeting, the Commission was briefed by the Envoy of the Secretary-General on Youth on the outcomes of the Global Forum and the importance of recognizing the active role that young women and men play in building sustainable peace in their countries, often with little recognition or support. A young woman from Liberia, representing a youth-led peacebuilding organization, expressed her views on the challenges for young peacebuilders as they strove to secure a place at the peace table and achieve recognition as strategic partners rather than as members of implementing organizations, and on the continued lack of accessible funding for grass-roots youth organizations. The Amman Youth Declaration on Youth, Peace and Security, developed by over 10,000 young people, spells out young people's demand for a policy framework recognizing young peacebuilders' work and for greater programmatic and funding support.

52. States members of the Commission reflected on the active role that young people can and do play in their own countries and shared experiences regarding promising approaches. They expressed support for the work of young peacebuilders and affirmed the importance of high-level policy discussions on the role of young people in the efforts to achieve peace and security.

53. Institution-building as a key requirement for sustaining peace was another important focus of the Commission's work during the reporting period. Under the auspices of the Working Group on Lessons Learned, the Commission convened a number of discussions with a view to drawing lessons from the experience in countries on its agenda, as well as Afghanistan, on how the United Nations system could better support the strengthening of national institutions. The Commission's comparative strength lies in the long-term endeavour to lay the groundwork for sustaining peace. Focusing on the extension of State authority and the strengthening

of political institutions as being the specific challenges of institution-building, the Commission drew a number of lessons on how to better support institution-building in post-conflict countries, on how to further develop partnerships between the United Nations and international and regional financial institutions, and on the role of the Commission in that connection. The Commission placed particular emphasis on the fact that institution-building should be rooted in inclusive political agreements based on strong national ownership and inclusivity, which required time and adequate financial, political and technical support. This emphasis both derives from and inspires the continued investments of the Peacebuilding Fund in these areas, for example, through support for the security sector and public administration in the Central African Republic, support for the redeployment of State authority and national human rights institutions in Burundi, support for the rule of law in Liberia and support for local political dialogue in countries that are not Commission members such as the Democratic Republic of the Congo.

54. With regard to the extension of State authority, provision of law and order through, for example, the justice system, the police and correctional services, and provision of basic services to citizens by State institutions and establishment of trust between the State and the population, were all strongly interlinked. With regard to the rebuilding of political institutions, decision-making processes needed to be carried out based on good governance through fair elections and inclusive reconciliation. In connection with both, inclusivity was an indispensable element needed to ensure sustainable peace; and in this regard, inclusion of civil society, inter alia, youth groups, was crucial. In the discussion of the Working Group on Lessons Learned on institution-building, some members of the Commission also stressed the importance of conflict prevention and addressing of root causes at the earliest possible stage, as well as the need to integrate a gender perspective into all aspects of institution-building. In addressing how the international community could better support national authorities in strengthening their institutions, the Commission noted that the United Nations system needed to move towards a more coordinated and coherent approach, working with international financial institutions and, most importantly, regional and subregional organizations. The Commission was recognized as an important actor which could bring together a broad range of actors, ranging from Member States to regional organizations and the civil society, and strengthen support to missions and in non-mission settings. Based on the discussions conducted during the year, the Working Group put together a report on institution-building: the challenges for the United Nations system (information available at the Peacebuilding Commission website).

55. In view of developments in countries on the Commission's agenda, and building on the discussions convened by the Commission in 2014, the issue of transitions has become increasingly relevant for the country-specific work of the Commission. In Liberia, with the ongoing drawdown of UNMIL, and as the country had entered a new phase of peace consolidation aimed towards sustainable peace, the Commission invited the Secretary-General to make recommendations on an updated framework of engagement between the Commission and the Government (see PBC/9/LBR/2).

56. In Sierra Leone, consultations on the Commission's mode and type of engagement in line with its own transition plan evolved before and during the United Nations transition process. These discussions were overshadowed by the critical need for the Government and the international community to focus on the

immediate health crisis and find a long-term response to the Ebola outbreak. The latter was achieved through the collective and joint efforts of the Chair of the Commission and the configurations of Guinea, Liberia and Sierra Leone.

III. Conclusions and agenda going forward

57. The next reporting period for the Commission will coincide with the implementation of the comprehensive review of the peacebuilding architecture led by the General Assembly and the Security Council. The Commission will consider the practical ways in which it could implement the recommendations and decisions reflected in any of the resolutions that may be adopted in this regard by the Assembly and the Council. At the same time, and without prejudging the outcome of the review, the Commission will continue to pursue several important work streams which could further strengthen its country-specific and policy-related engagements.

Follow-up to the 2015 review of the United Nations peacebuilding architecture

58. Following the completion of the intergovernmental phase of the review of the United Nations peacebuilding architecture, the Commission, together with the Peacebuilding Support Office, will reflect upon how to improve its working methods in line with recommendations.

Action

- The Organizational Committee will convene informal discussions on how to take forward the outcomes of the review of the peacebuilding architecture. These informal discussions will elaborate on suggestions for concrete reforms of the work of the Commission and its role in sustaining peace, following up on the work initiated during its ninth session.

Follow-up to the second annual session and preparation of the third annual session (June 2016)

59. The follow-up to the second annual session will be carried forward in 2016. The follow-up exercise will guide the Commission's preparation for the third annual session, including on the selection of a theme that would help further elaborate on the identified policy areas requiring further development.

Action

- The Organizational Committee will convene informal discussions with the participation of interested members, relevant United Nations entities, international financial institutions, regional organizations and development banks.
- These informal discussions will explore those specific policy areas requiring further elaboration during the third annual session.

Integrate the perspectives of regional actors

60. The Commission will continue to place particular emphasis on engaging and collaborating with regional actors in policy-related and country-specific activities.

Action

- The Organizational Committee will consult with the African caucus in follow-up to the visit undertaken by the Chair and the Chairs of the Burundi, Central African Republic and Guinea-Bissau configurations to African Union headquarters on 26 November 2014. The purpose of the follow-up will be to ensure that the agreed areas of policy-related and country-specific collaboration are activated.
- The Organizational Committee will continue to discuss proposals on how to forge more effective partnerships and coherence between African regional actors, in particular the regional economic communities, the United Nations and international financial institutions.
- The country configurations will continue to engage its members from Africa, including through but not limited to the African caucus, the African Union, ECOWAS and the Mano River Union, in support of the agreed peacebuilding priorities and objectives for each country on the agenda.

Focus and sustain attention on the long-term impacts of the Ebola outbreak

61. The Commission will continue to monitor and raise awareness on the impact of the Ebola outbreak on peacebuilding, including in the areas of security, local governance, political institutions, social cohesion and economic recovery, taking into consideration a comprehensive, regional and longer-term approach.

Action

- The Guinea, Liberia and Sierra Leone configurations will continue to explore how to best support the efforts of the countries, the United Nations and the international community, based on national and regional priority areas for each country and subregion during the post-Ebola recovery period, particularly through the implementation of their Ebola recovery plans and longer-term national plans.
- The three configurations will continue to update the members of the Organizational Committee periodically on the results of its advocacy and accompanied efforts, and will explore the need for collective messaging from the Commission, including through statements, as appropriate.

Improve the advisory function with regard to and the modality of interaction with the General Assembly and the Security Council

62. The Commission will explore means to improve its advisory function with regard to the General Assembly and the Security Council.

Action

- The Organizational Committee will draw upon the main findings of the stocktaking exercise, undertaken in 2015, of its advisory function with regard to the Security Council and consider practical ways in which to implement the recommendations. To this end, the Committee will designate one of the Commission's members on the Council to succeed Malaysia in coordinating the periodic stocktaking exercise.
- The Chair will coordinate with the presidency of the Security Council in preparation for the convening of the fifth informal interactive dialogue, which can be held in conjunction with the upcoming annual briefing to the Council on the present report.
- The Chairs of relevant country configurations will continue to ensure that upon the request of the Security Council, their periodic formal briefings to the Council on the countries concerned will be synchronized with the timing of their field visits and will be focused on specific areas to which the Council's attention has been drawn.

Finalize and implement the strategy to strengthen the gender perspective in country-specific engagement

63. The Commission will continue to carry forward the development of a practical approach to its thematic focus on women's participation in peacebuilding.

Action

- The Organizational Committee will finalize and implement the gender strategy to assist in integrating a gender perspective into its country-specific engagement, within the framework of performing its three core functions.

Improve the working methods

64. The Commission will continue to explore possible improvements in outstanding areas of its working methods which would enhance the clarity of its objectives and the predictability of its calendar and activities.

Action

- Starting in mid-February 2016, the Organizational Committee will share an indicative calendar, timeline and progress in the implementation of the actions stipulated in this forward agenda.
- By mid-February 2016, the Commission will share basic outlines and planned activities on country-specific and thematic objectives and activities for the year.
- By 30 June 2016, the Chair will initiate the process described in the aide-memoire circulated to the Organizational Committee on 3 December, which indicates important steps to be taken to ensure that election to the membership of the Organizational Committee has been completed, with no delays, by the beginning of each session.